

**** GENERAL ADMINISTRATION ****

Functional Area Summary by Agency

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
* TOTAL GENERAL ADMINISTRATION *						
Expenditure	\$14,596,386	\$15,954,888	\$15,678,933	\$16,744,849	\$789,961	4.95%
Revenues (a)	\$14,544,905	\$14,131,694	\$14,459,849	\$14,904,180	\$772,486	5.47%
Oper Income / (Loss) (d)	\$936,095	\$146,311	\$197,702	\$283,341	\$137,030	93.66%
Tax Levy (b), (c)	\$853,876	\$1,899,505	\$1,346,786	\$2,049,010	\$149,505	7.87%

BREAKDOWN BY AGENCY

COUNTY EXECUTIVE						
Expenditure	\$447,815	\$496,371	\$470,972	\$504,714	\$8,343	1.7%
Revenues	\$8,863	\$8,250	\$8,792	\$8,600	\$350	4.2%
Tax Levy	\$438,952	\$488,121	\$462,180	\$496,114	\$7,993	1.6%
COUNTY BOARD						
Expenditure	\$1,127,903	\$1,257,622	\$1,220,731	\$1,301,482	\$43,860	3.5%
Revenues	\$0	\$0	\$0	\$0	\$0	N / A
Tax Levy	\$1,127,903	\$1,257,622	\$1,220,731	\$1,301,482	\$43,860	3.5%
COUNTY CLERK						
Expenditure	\$420,881	\$434,792	\$368,930	\$600,566	\$165,774	38.1%
Revenues (a)	\$133,803	\$129,050	\$131,075	\$235,420	\$106,370	82.4%
Tax Levy	\$287,078	\$305,742	\$237,855	\$365,146	\$59,404	19.4%
COUNTY TREASURER						
Expenditure	\$450,554	\$627,862	\$594,524	\$649,641	\$21,779	3.5%
Revenues	\$6,873,275	\$6,969,800	\$7,113,975	\$7,087,799	\$117,999	1.7%
Tax Levy (c)	(\$6,422,721)	(\$6,341,938)	(\$6,519,451)	(\$6,438,158)	(\$96,220)	-1.5%
DEPARTMENT OF ADMINISTRATION						
Expenditure (b)	\$11,125,742	\$11,956,318	\$11,926,277	\$12,437,050	\$480,732	4.0%
Revenues (a)	\$7,195,586	\$6,692,933	\$6,875,046	\$7,205,537	\$512,604	7.7%
Oper Income / (Loss) (d)	\$936,095	\$146,311	\$197,702	\$283,341	\$137,030	93.7%
Tax Levy (b)	\$4,732,551	\$5,339,696	\$5,178,933	\$5,439,854	\$100,158	1.9%
CORPORATION COUNSEL						
Expenditure	\$1,023,491	\$1,181,923	\$1,097,499	\$1,251,396	\$69,473	5.9%
Revenues (a)	\$333,378	\$331,661	\$330,961	\$366,824	\$35,163	10.6%
Tax Levy	\$690,113	\$850,262	\$766,538	\$884,572	\$34,310	4.0%

- (a) The 2003 budget includes a total of \$521,886 of fund balance appropriations which includes: Risk Management: \$182,986, Collections: \$70,000, Communications: \$78,900, and Radio Services: \$190,000. The 2004 budget includes a total of \$860,922 of fund balance appropriations which includes: Risk Management: \$335,272, Collections: \$87,000, Communications: \$24,000, Radio Services: \$334,650, and County Clerk: \$80,000.
- (b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings, therefore, expenditures less revenues do not equal tax levy.
- (c) Revenues in excess of expenditures reduce tax levy funding for other general governmental operations.
- (d) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of tax levy funding for other operations.

GENERAL ADMINISTRATION

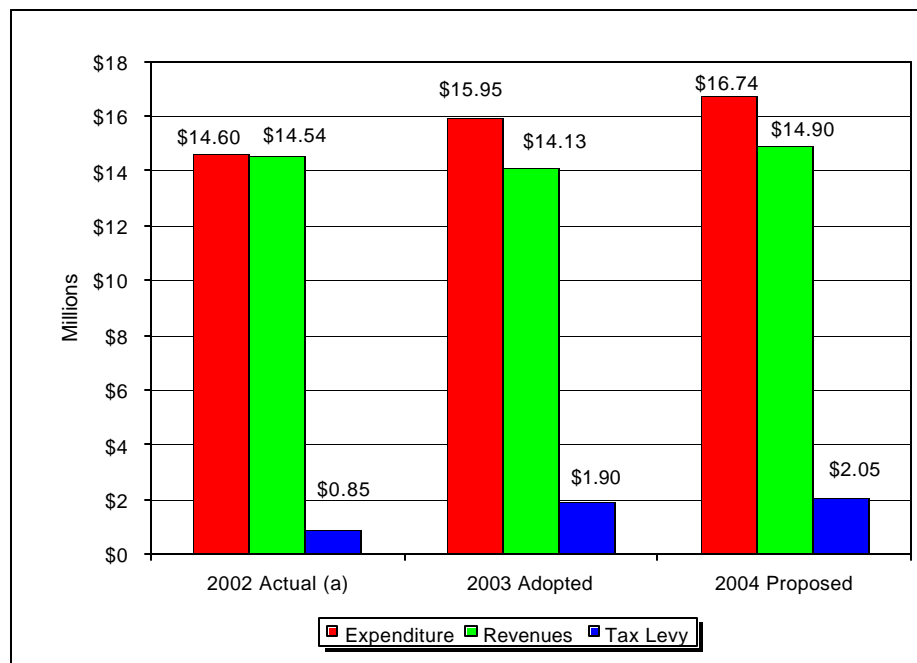
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the Central Administrative support operation of the County.

The agencies headed by an elected official include **County Executive; County Board; County Clerk; and County Treasurer.**

The agencies that provide Central Administrative support include: **Department of Administration**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following proprietary fund operations: **Risk Management, Collections, Communications, Radio Service, and Records Management.** The office of **Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County agencies, boards, commissions and committees.

General Administration related operations / projects included in other functional areas are Countywide technology related capital projects (see Capital Projects, Section VII) and purchases of major equipment replacements (see End User Technology Fund in Non-Departmental Functional Area, Section VI).



(a) See Functional Area Summary by Agency for information on individual department use of tax levy.

The 2004 expenditure budget for this functional area totals \$16,744,849, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$789,961 or 4.95% from the 2003 adopted budget. Budgeted revenues, including \$860,922 of fund balance appropriations, total \$14,904,180, an increase of 5.47% from the previous year's budget. The tax levy necessary to fund this functional area totals \$2,049,010, an increase of \$149,505 or 7.87% more than the 2003 budget.

Significant program and funding changes from the 2003 budget include:

- The **County Executive's office** will work with partner municipalities and county staff to implement the Waukesha County Communications Center. Also a countywide Haz-Mat team will be established to provide cost effective and efficient service to Waukesha County residents.
- The **County Clerk's office** is budgeting a cost increase of \$175,000 for election related ballot and advertising costs in the election program, as 2004 has 4 scheduled elections, including the fall presidential election.
- The **Treasurer** budget will include implementation of a new property tax database that will provide greater efficiencies. Also, penalties and interest collected from delinquent taxes are budgeted to increase \$90,000 to \$1,800,000 in 2004. Investment income is expected to remain flat at \$5,150,000.
- The **Department of Administration-Business Office** will work cooperatively with vendor and County departments to implement standard internet payment functionality County-wide.
- The **Department of Administration-Information System Department** will 1) Work with representatives of the Criminal Justice Collaborating Council (CJCC) to develop a countywide Data Warehouse for Justice information, linking data from Circuit Court Automation Program (CCAP), Prosecutor Technical Case Tracking (District Attorney PROTECT system), Spillman Law Records Management and Spillman Jail Management systems, and 2) Complete the implementation of the selected Police Records Management System and the Detention management System for the new Computer Aided Dispatch system being implemented in the countywide dispatch communication center.
- **Risk Management** costs increase \$181,200 primarily due to purchased insurance increases due to the hardening of the insurance market, especially property insurance coverage on government buildings, which increases \$91,000, Mental Health Center liability insurance, increases \$15,500, and Workers compensation insurance increases \$8,400. Also, Estimated Future claims increase \$32,000 or 8% to reflect actuarial forecasts.
- **Radio Services** budget has an expenditure increase of \$144,650 based on loan interest repayment of \$124,650 to the general fund for loans issued to municipalities to finance Trunked radio purchases and \$20,000 of additional depreciation expense as the trunk radio system is now fully implemented, including a seventh transmission tower site completed in 2002.
- **DOA-Communication** will evaluate and implement the communication needs for the new County Wide Dispatch Center.
- **Collections** is responsible for administering, coordinating and directing efficient/cost effective collection of accounts referred to for countywide collection. The division will add a new Collections Specialist to generate additional revenue.
- **Corporation Counsel** will work with the Sheriff department and State to explore all remedies (including legal) to address safety concerns and explore alternatives to ease jail overcrowding due to state probation and parole holds.

**BUDGETED POSITIONS 2002-2004
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2002 Year End	2003 Adopted Budget	2003 Modified Budget	2004 Budget	03-04 Change
COUNTY EXECUTIVE	General	4.75	4.75	4.75	4.50	(0.25)
COUNTY BOARD	General	9.00	9.00	9.00	9.00	0.00
COUNTY CLERK	General	5.00	5.00	5.00	4.00	(1.00)
TREASURER	General	6.25	6.00	6.00	6.00	0.00
DEPT. OF ADMINISTRATION	General	65.00	64.60	64.60	64.60	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Records Management	7.50	7.50	7.50	7.00	(0.50)
	Communications	2.35	2.35	2.35	2.35	0.00
	Radio Services	5.20	5.10	5.10	5.10	0.00
	Collections	5.00	4.75	4.75	5.75	1.00
	Subtotal Dept. of Admin.	88.25	87.50	87.50	88.00	0.50
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.35	(0.05)
TOTAL REGULAR POSITIONS		124.65	123.65	123.65	122.85	(0.80)
TOTAL EXTRA HELP		10.36	9.50	9.58	9.20	(0.38)
TOTAL OVERTIME		0.79	0.39	0.39	0.44	0.05
TOTAL BUDGETED POSITIONS		135.80	133.54	133.62	132.49	(1.13)

2004 BUDGET ACTIONS

COUNTY EXECUTIVE	Reduce 0.25 FTE Clerk Typist/II. (Transfer to CDBG) Increase 0.03 FTE Extra Help.
COUNTY BOARD	None
COUNTY CLERK	Abolish 1.00 FTE in Legislative Support and Administrative Services. Increase 0.08 FTE Extra Help Increase 0.02 FTE Overtime.
TREASURER	Decrease 0.03FTE Overtime
DOA-GENERAL	Reduce 0.14FTE Extra Help. Increase 0.03 FTE Overtime.
DOA RECORDS MGMT.	Abolish 0.50 FTE Records Analyst. Increase 0.05 FTE Overtime. Reduce 0.73 FTE Extra Help.
DOA-RADIO SERVICES	Reduce 0.08 FTE Extra Help. Reduce 0.02 FTE Overtime.
DOA-COLLECTIONS	Create 1.00 FTE Collections Specialist. Increase 0.54 FTE Extra Help.
CORPORATION COUNSEL	Reduce 0.05 FTE Principal Assistant Corporation Counsel. [Transfer to Corp Counsel - Child Support]

2003 CURRENT YEAR ACTIONS

None

Mission

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. In partnership with the County Board of Supervisors and boards and commissions, county government policy is established. In addition, the County Executive is also responsible for overseeing the activities of the Office of Emergency Management and the Community Development Block Grant (CDBG) programs.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Personnel Costs	\$374,510	\$406,827	\$402,301	\$415,221	\$8,394	2.1%
Operating Expenses (a)	\$45,442	\$50,290	\$34,186	\$49,940	(\$350)	-0.7%
Interdept. Charges	\$27,863	\$39,254	\$34,485	\$39,553	\$299	0.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$447,815	\$496,371	\$470,972	\$504,714	\$8,343	1.7%
Interdepartmental	\$0	\$0	\$192	\$0	\$0	N/A
Other Revenue	\$8,863	\$8,250	\$8,600	\$8,600	\$350	4.2%
Other Revenue	\$8,863	\$8,250	\$8,792	\$8,600	\$350	4.2%
Tax Levy	\$438,952	\$488,121	\$462,180	\$496,114	\$7,993	1.6%

Position Summary (FTE)

Regular Positions	4.75	4.75	4.75	4.50	(0.25)
Extra Help	0.00	0.00	0.00	0.03	0.03
Overtime	0.00	0.00	0.00	0.00	0.00
Total	4.75	4.75	4.75	4.53	(0.22)

- (a) The operating expenses 2003 estimate includes a 2002 carryover of encumbrances totaling \$1,133 and a request to carryover expenditure appropriations of \$10,000 for consulting services.

Departmental Objectives

1. Work with partner municipalities, Sheriff's Department and Department of Public Works as the Waukesha County Communications Center begins operations (2nd Quarter 2004).
2. Establish a countywide HazMat team to be provided by the City of Waukesha Fire Department in order to provide cost effective, efficient service to all Waukesha County residents (2nd Quarter 2004).
3. Provide guidance to Waukesha County non-profit agencies as they pursue changes in their structure and mission (4th Quarter 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Organized and hosted Waukesha County Non-Profit summit to discuss the role and future of non-profit agencies.
2. Assisted departments and Information Systems in establishing new and revised web pages on www.waukeshacounty.gov.
3. Worked on economic development initiatives involving GE Medical Systems and Printing Industries of America.

Customer/Community Service/Advisory Boards

Program Description

Provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens. The Boards and Commissions advise the County Executive and departments on policy issues.

**Performance Measures**

% of constituent questions responded to within a 48 hour standard

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
100%	100%	100%	100%	0%

Staffing (FTE)

2.58	2.58	2.58	2.45	(0.13)
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Personnel Costs	\$210,482	\$229,801	\$225,381	\$232,055	\$2,254
Operating Expenses	\$29,843	\$23,015	\$22,600	\$23,795	\$780
Interdept. Charges	\$14,755	\$17,292	\$18,573	\$18,686	\$1,394
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$255,080	\$270,108	\$266,554	\$274,536	\$4,428
Interdepartmental	\$0	\$0	\$192	\$0	\$0
Other Revenue	\$8,708	\$0	\$0	\$0	\$0
Total Revenues	\$8,708	\$0	\$192	\$0	\$0
Tax Levy	\$246,372	\$270,108	\$266,362	\$274,536	\$4,428

**Program Highlights**

Personnel costs increase primarily due to costs to continue for salaries and employee benefit costs. Also, costs reflect a 0.13 FTE reduction related to the Clerk Typist I/II position that is transferred from this program to the Community Development program to properly reflect actual allocation of time spent in that area. Also, salary per diems for boards and commissions are lowered by \$1,766 overall to be more in line with 2002 actual spending levels.

Interdepartmental charges increase slightly mostly due to increases in end user technology charges and an increase in copier replacement charges.

**Activity**

Provided below is a summary of the boards and commissions staffing and meeting frequency. In 2003, two citizens were added as alternates in the Park and Planning Commission.

Boards & Commissions

	Members		Avg. Meetings Per Month
	Co. Board	Citizens	
Federated Library Board	2	5	1.3
Park & Planning Commission	3	6	2.0
Board of Adjustment	0	5	2.0
Solid Waste Management Board	4	5	0.5
Health & Human Services Board	5	4	1.4
Housing Authority	2	3	1.0
CDBG Board	2	9	1.0
Commission on Aging	3	9	1.0

County Administration/Administrative Services

Program Description

The County Executive has the authority to appoint department heads and all members of boards and commissions. The County Executive is responsible for the preparation of an executive budget, strategic plans, and for coordination of efficient executive office administrative and clerical support. The County Executive also has responsibility for directing the Emergency Management and Community Development Block Grant functions. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements.



Performance Measures

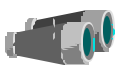
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Maintain Moody's Aaa Bond Rating*	Aaa	Aaa	Aaa	Aaa	None
Maintain Fitch AAA Bond Rating	AAA	AAA	AAA	AAA	None

* Waukesha County is one of fewer than 30 counties to achieve the Aaa outstanding rating.

Standard: These ratings are based on strong financial management, growth in a diversified tax base, well managed financial flexibility, favorable debt structure and above average social economic factors. The highest ratings for each system are: Aaa for Moody and AAA for Fitch.

Staffing (FTE)	2.17	2.17	2.17	2.08	(0.09)
Personnel Costs	\$164,028	\$177,026	\$176,920	\$183,166	\$6,140
Operating Expenses	\$15,599	\$27,275	\$11,586	\$26,145	(\$1,130)
Interdept. Charges	\$13,108	\$21,962	\$15,912	\$20,867	(\$1,095)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$192,735	\$226,263	\$204,418	\$230,178	\$3,915
Other Revenue (a)	\$155	\$8,250	\$8,600	\$8,600	\$350
Total Revenues:	\$155	\$8,250	\$8,600	\$8,600	\$350
Tax Levy	\$192,580	\$218,013	\$195,818	\$221,578	\$3,565

(a) The revenue relates to the County Executive award luncheon. The offsetting expenditure is included in operating expenses.



Program Highlights

Personnel costs for the 2004 budget increases primarily due to costs to continue for salaries and employee benefit costs. Temporary extra help increases \$840 or 0.03 FTE to assist in office coverage. Also, costs reflect a 0.12 FTE reduction related to the Clerk Typist I/II position that is transferred from this program to the Community Development program to reflect actual allocation of time spent in that area.

Operating expenses decrease slightly mostly due to a reduction in travel costs to reflect anticipated travel in 2004.

Interdepartmental charges decrease slightly primarily due to a reduction in printing expenses to bring costs more in line with actual spending levels.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Dept. Heads Reporting to County Exec.	9	9	9	9	0
County Staff Eligible for Performance Pay Plan	304	311	316	320	9

Mission

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life of the people of Waukesha County in a fiscally responsible manner.

The legislative body of the County is the Board of Supervisors, which consists of 35 members who are elected by districts to two-year terms in even numbered years. From its members, the Board elects a Chairperson, First Vice-Chairperson, and Second Vice-Chairperson as officers of the County Board. There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Personnel Committees deal with administrative policy matters, whereas the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks and Environment; and Public Works) are concerned with policy matters affecting public services.

Through the Internal Audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$1,013,347	\$1,084,997	\$1,077,054	\$1,122,072	\$37,075	3.4%
Operating Expenses	\$87,848	\$138,206	\$112,350	\$134,603	(\$3,603)	-2.6%
Interdept. Charges	\$26,708	\$34,419	\$31,327	\$44,807	\$10,388	30.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,127,903	\$1,257,622	\$1,220,731	\$1,301,482	\$43,860	3.5%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$1,127,903	\$1,257,622	\$1,220,731	\$1,301,482	\$43,860	3.5%

Position Summary (FTE)

Regular Positions	9.00	9.00	9.00	9.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.01	0.00	0.01	0.00
Total	9.00	9.01	9.00	9.01	0.00

Departmental Objectives**Legislative Support**

1. Further cooperative effort with county managers on development and implementation of the Justice Facility, Consolidated Communications and similar major joint efforts. (4th Qtr. 2004)
2. Continue work with our legislative delegation to incorporate recommendations of executive and legislative branches of county government on the budget (and probable repair bill) in order to enhance the state/local partnership. (4th Qtr. 2004)
3. Assist and serve on administrative work groups, such as: collaborating council, tax delinquent property, job content evaluation, legislative partners group, technology review, etc. (3rd Qtr. 2004)
4. Review and revise County Board rules and procedures, continue updates to the county code and test new office operation procedures. (2nd Qtr. 2004)
5. Update new supervisor orientation materials for new supervisor orientation sessions to be held in April and facilitate transition to new board. (2nd Qtr. 2004)
6. Lobby our delegation to bring about necessary changes to state statutes that would facilitate the county's ability to administer programs and services more efficiently and cost-effectively. (1st Qtr. 2004)
7. Continue to enhance the deliberative process by increased interaction with committee chairs in agenda preparation, with departments regarding agenda items and providing background information on issues to include alternatives and pro and con points of view. (2nd Qtr. 2004)
8. Enhance committee calendars through a continual update process. (3rd Qtr. 2004)

County Board and Committee Operations

1. Evaluate, address and resolve policy issues relating to transportation, planning, intergovernmental cooperation, governance and provision of needed county services, especially with reference to federal and state revenue limitations. (2nd Qtr. 2004)
2. Enforce relevance of county and regional plans by using them as tools in the evaluation of budget, capital plan proposals, and ordinances. (1st Qtr. 2004)
3. Promote leadership role and visibility of Waukesha County through the County Board Chairman and Supervisors' activities (NACo, WCA, Southeastern District Seven Counties meetings). (1st Qtr. 2004)
4. Monitor Exposition Center development, old County Courthouse use, Retzer Center development, Justice Facility addition and Communication Center. (3rd Qtr. 2004)
5. Agendize an annual review of the department/division strategic plan for which the standing committee has policy oversight. (4th Qtr. 2004)
6. Enhance policy role in evaluating and resolving technology and E-Commerce issues. (1st Qtr. 2004)
7. Work with the offices of Parks and Land Use, Corporation Counsel, County Clerk and Department of Administration Budget and Information Systems divisions to evaluate the redesign of the automated drafting, tracking, editing and posting of ordinances and resolutions. (4th Qtr. 2004)
8. Provide input and direction from the County Board for the development of a comprehensive land use / business plan for the Expo Center and Airport grounds.

Internal Audit

1. Assist the County Board and County Administration in the effective discharge of their responsibilities by providing objective analyses, appraisals and recommendations through audits in the following areas during 2004: Public Works – Highway Capital Projects; Department of Health and Human Services – Contract Services; Parks and Land Use – Parks / Planning. (4th Qtr. 2004)
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Major Departmental Strategic Achievements 07/2002 through 06/2003**Legislative Support**

1. Increased joint work efforts with administrators and managers (Email on state budget and legislative tracking; meetings with planning staff on highway map, jail zoning and county development plan; administrative studies on privacy, continuity, state budget and lobby strategy).
2. Cross-trained and alternated support staff among the seven standing committees.
3. Completed transition and orientation issues associated with changes in various elected offices.
4. Lobbied our delegation to revise state statutes to enhance our ability to administer programs and services more efficiently and cost-effectively.
5. Coordinated efforts with other counties and local units of government and the legislature to enact campaign finance reform.

County Board and Committee Operations

1. Evaluated, addressed and resolved issues relating to transportation (regional freeway system, street and highway width map, transit development), planning (amended County Land Development plan, land information records access), intergovernmental cooperation (sale of Old Courthouse to historic society, cost share funding for dispatch center), governance (created Criminal Justice Collaborating Council, amended Code on County Board, technology review process) and provision of needed county services (reduced 2002 operating budgets, airport self-fueling, gypsy moth/ West Nile programs).
2. Monitored progress and made County Board Supervisors and staff available for special projects such as the Criminal Justice Collaborating Council, Consolidated Dispatch, State Advisory Committees, RFP selections, etc.
3. Monitored progress of Justice Facility addition, Shared Dispatch, Old Court house sale and use.
4. Promoted leadership role and visibility of Waukesha County through the County Board Chairman and Supervisors' activities (NACo, WCA, Southeastern District Seven Counties meetings, Planning Policy Advisory Committee for the State Supreme Court and Planning, Policy and Advisory Subcommittee on Court Funding through the State Supreme Court).
5. Focused on state budget proposals and impact on Waukesha County's budget and services.
6. Worked with the office of Parks and Land Use, Corporation Counsel, County Clerk, and Department of Administration Budget and Information Systems divisions, to evaluate the redesign of the automated drafting, tracking, editing and posting of ordinances and resolutions.
7. Upgraded capability for audiovisual presentations in committee room and county boardroom through automation.
8. Completed revisions to county code sections most pertinent to County Board operations.

Internal Audit

1. Assisted the County Board and the County Administration in the effective discharge of their responsibilities by providing objective analyses, appraisals and recommendations concerning specific governmental operations.
 2. Identified cost-effective controls throughout county operations through audit recommendations, which emphasize quality improvements in the areas of policy and procedure compliance, safeguarding county assets, and management integrity and reliability.
 3. Through ongoing educational efforts, continued to promote the Internal Audit function as a quality resource for use by Waukesha County legislators, County Administration, and County taxpayers in an effort to improve the overall operations of Waukesha County.
 4. Each staff member of the Audit Department attended two educational/professional conferences in 2003 and updated current practices based on knowledge obtained at those conferences.
 5. Completed audits in the following areas during FY 2003: Public Works – Highway Operations; Risk Management – Workers Compensation Fund and Corporation Counsel – Child Support Division.
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Legislative Support

Program Description

Provides for the directing of the day-to-day activities of the County Board's professional, audit, and secretarial staff, support to the seven standing committees, legislative and lobbying effort for the County, and research, analysis, evaluation, and recommendations to the County Board and its committees.

Performance Measures

% County Board Office responds to resident questions within 1 Business Day

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
N / A	N / A	N / A	100%	N / A

Staffing (FTE)	7.00	7.01	7.00	7.01	0.00
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Personnel Costs	\$487,709	\$524,269	\$521,209	\$549,375	\$25,106
Operating Expenses	\$29,825	\$21,110	\$34,979	\$24,710	\$3,600
Interdept. Charges	\$21,287	\$29,109	\$27,887	\$31,217	\$2,108
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$538,821	\$574,488	\$584,075	\$605,302	\$30,814
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$538,821	\$574,488	\$584,075	\$605,302	\$30,814



Program Highlights

Personnel costs increase for across-the-board pay raise plus the increase in health insurance costs.

Operating expenses increase for travel and registration costs are partially offset by a decrease in office equipment repair/maintenance costs due to not renewing the fax machine warranty and the decreased costs of the copy machine maintenance package.

Interdepartmental charges increase mainly from computer maintenance and repair costs continuing to be phased in partially offset by allocating End User Technology charges to the Internal Audit program.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Committee agenda/minutes prepared	290	200	200	225	25
Advisement to committees by staff	203	230	220	225	(5)
Staff participation in community events/mtgs/confs.	128	110	110	110	0
Meetings w/ Legislators/Advisory groups	208	200	200	200	0

County Board and Committees Operations

Program Description

Provide funds for the personnel and direct costs associated with the thirty-four County Board supervisors, its Committees, and the professional associations to which it belongs.

Performance Measures

County Board actions support bond-rating status of Triple A. [Moody's / Fitch Bond Rating]

Review annual budget and take actions consistent with tax rate stability.

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	-
N / A	N / A	N / A	+/- 5 % of prior year	N / A

Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
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Personnel Costs	\$344,406	\$370,556	\$365,626	\$373,883	\$3,327
Operating Expenses	\$51,719	\$107,296	\$67,741	\$99,943	(\$7,353)
Interdept. Charges	\$5,421	\$5,310	\$3,440	\$5,550	\$240
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$401,546	\$483,162	\$436,807	\$479,376	(\$3,786)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$401,546	\$483,162	\$436,807	\$479,376	(\$3,786)



Program Highlights

Operating expenses decrease in travel and related expenses by \$8,400 due to the 2004 Wisconsin Counties Association Convention being held in Milwaukee County versus higher travel costs incurred to La Crosse County in 2003. This is partially offset by higher costs associated with printed orientation material costs for newly elected County Board Supervisors.

The County Board will no longer contract with a vendor (at a cost of \$500 annually) to update the tally board as the necessary equipment (chip burning and eraser) has been purchased in 2003 with the future programming to be performed by the County Clerk.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Ordinances/Resolutions considered	160	150	150	150	0
County Board meetings attended	626	650	650	650	0
Standing Committee meetings attended	960	1,000	1,000	1,000	0

Internal Audit

Program Description

Internal Audit is an independent function of the legislative branch of the County, and is responsible for conducting operational, performance and financial audits of County operations for the purpose of promoting efficiency, economy, and adequate internal controls.

Performance Measures

Audit recommendations relating to cost-effective controls, efficiency and best practices in support of the county's triple A bond rating [Moody's / Fitch Bond Rating]

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
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Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	-
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Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
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Personnel Costs	\$181,232	\$190,172	\$190,219	\$198,814	\$8,642
Operating Expenses	\$6,304	\$9,800	\$9,630	\$9,950	\$150
Interdept. Charges	\$0	\$0	\$0	\$8,040	\$8,040
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$187,536	\$199,972	\$199,849	\$216,804	\$16,832
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$187,536	\$199,972	\$199,849	\$216,804	\$16,832

**Program Highlights**

Personnel costs increase due to across-the-board pay and merit increase and the increase in health insurance costs.

Interdepartmental charges increase \$8,000 mainly for increased computer maintenance and replacement charges (End User Technology charges) allocated from the Legislative Support program that had not been previously recognized and charged to this program .



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Financial/internal control/compliance reviews	4	4	4	3	(1)
Program evaluations/operational reviews	4	4	4	3	(1)
Follow-up of Internal Audit and external auditor's recommendations	4	4	4	4	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

Mission

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to serve the Waukesha County Board and act as the Waukesha County election Commissioner.

Our Mission is to

- *manage specific licenses for the county that are mandated by state law & county ordinance*
- *maintain a strong working relationship with all county departments and municipalities*
- *utilize existing technologies to improve efficiency*
- *embrace fiscally responsible practices*
- *establish ongoing relationships and communication with elected officials, federal, state and local*
- *keep current with the changing election laws*
- *provide expedient and courteous service to our customers*

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$253,254	\$276,812	\$268,802	\$264,182	(\$12,630)	-4.6%
Operating Expenses	\$150,672	\$131,027	\$75,497	\$288,053	\$157,026	119.8%
Interdept. Charges	\$16,955	\$26,953	\$24,631	\$48,331	\$21,378	79.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$420,881	\$434,792	\$368,930	\$600,566	\$165,774	38.1%
General Government	\$22,828	\$19,000	\$21,500	\$23,000	\$4,000	21.1%
Fine/Licenses	\$108,590	\$107,100	\$107,500	\$127,620	\$20,520	19.2%
Charges for Services	\$2,276	\$2,800	\$2,075	\$2,200	(\$600)	-21.4%
Interdepartmental	\$0	\$150	\$0	\$0	(\$150)	-100.0%
Other Revenue(a)	\$109	\$0	\$0	\$82,600	\$82,600	N/A
Total Revenues	\$133,803	\$129,050	\$131,075	\$235,420	\$106,370	82.4%
Tax Levy (b)	\$287,078	\$305,742	\$237,855	\$365,146	\$59,404	19.4%
Position Summary (FTE)						
Regular Positions	5.00	5.00	5.00	4.00	(1.00)	
Extra Help	0.01	0.12	0.00	0.20	0.08	
Overtime	0.00	0.00	0.00	0.02	0.02	
Total	5.01	5.12	5.00	4.22	(0.90)	

(a) Other Revenue includes General Fund balance of \$80,000 for one-time election related costs in the 2004 budget.

(b) The adopted 2002 tax levy was \$413,599. The amount shown for 2002 is actual expenditures less revenues.

Departmental Objectives

1. Upgrade the election software to a Windows version from an out dated DOS base system, implementing the use of the new software in time for the presidential primary election in February. (4th quarter '03, 1st quarter '04)
2. Establish new inspector and poll worker training with combined efforts of the state elections board and the municipal clerks to follow the state law requiring poll workers and inspectors be trained once a year. (1st quarter '04)
3. Cooperate with state elections board and municipalities on statewide voter registration, including involvement in the State focus groups on implementation and planning. (on-going)
4. Accept US passport applications, as authorized by 2003 ordinance. (4th qtr '03, 1st qtr '04)
5. Publish the pocket size public officials directories at the request of elected officials, residents and media. To help with the costs of the directories, only the number of public official directories pre-paid will be printed.

Major Departmental Strategic Achievements from 1/06/03* to 6/30/03

* Newly elected county clerk took office as of January 06, 2003

1. Greater accessibility to the office with extended evening hours.
 2. Creation of the County Clerks web pages, which include the creation of a usable on-line public directory and election sample ballots for the electorate. Created in department; no Information Systems time.
 3. Started electronic communication with municipal clerks, creation of electronic forms, which have cut down on mailing and office visits.
 4. Creation of new write-in sheets, published all election notices, and color ballots are now being used. All which make the election process less confusing to the poll workers and residents or to cut down duplication of services. Any additional costs are billed back to the municipalities.
 5. Organize quarterly meetings with municipal clerks updating them on legislation, election changes, and discussing problem areas. These meetings have built better communication between the County and municipalities.
 6. Created a dog license sub-committee of municipal clerks and treasures to discuss dog-licensing issues and to create solutions.
 7. Took on responsibility of agenda posting on the web.
 8. Added the responsibility of programming the county board voting machine. This will result in removing the cost of using an outside vendor when future re-programming is needed.
-

Elections

Program Description

Prepare and publish state statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County.



Performance Measures

Time period for election result tabulation, measured in hours from poll closing.

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
2.5	1.5	1.0	2.5	1.0

Staffing (FTE)

1.95	1.70	1.70	2.04	0.34
------	------	------	------	------

Personnel Costs	\$98,200	\$95,640	\$93,876	\$118,012	\$22,372
Operating Expenses	\$142,318	\$117,140	\$62,983	\$273,257	\$156,117
Interdept. Charges	\$3,397	\$7,319	\$6,215	\$7,424	\$105
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$243,915	\$220,099	\$163,074	\$398,693	\$178,594
General Government	\$22,828	\$19,000	\$21,500	\$23,000	\$4,000
Charges for Services	\$0	\$350	\$0	\$50	(\$300)
Interdepartmental	\$0	\$75	\$0	\$0	(\$75)
Other Revenue (a)	\$0	\$0	\$0	\$80,000	\$80,000
Total Revenues:	\$22,828	\$19,425	\$21,500	\$103,050	\$83,625
Tax Levy	\$221,087	\$200,674	\$141,574	\$295,643	\$94,969

(a) Other Revenue includes General Fund balance of \$80,000 for one-time election related costs in the 2004 budget.



Program Highlights

Personnel costs overall increase is partially due to transferring 0.25FTE Account Clerk I position (cost of \$12,100) in 2004 from the Administrative & Legislative Services program, budgeting for 0.07FTE for 146 hours of Temporary Extra Help at a cost of \$2,000, and additional canvasser per diem expenditures due to more planned elections during 2004 necessitating additional staff time.

Operating expenses increase \$162,000 for election related costs including the cost of ballots and publishing required legal election notices. The increase corresponds to having four (up from two in 2003) elections planned for 2004, including the shift of the presidential primary to February (previously held in April), which is expected to generate a high turnout and the corresponding increase in costs of elections. Fund balance of \$80,000 is budgeted to partially offset this one-time increase.

The election software will be upgraded from an outdated DOS version to a Windows version prior to the presidential primary election. This upgrade has a one-year warranty, reducing the software maintenance costs in 2004 by \$6,000.



Activity

The number of registered voters in Waukesha County has varied through out the years. A drop in the registered voters in 2001 was due to voter registration lists being purged of non-residents. According to the 2000 census Waukesha County has over 260,000 eligible voters; this is the number of potential voters at any given election. The number of registered voters will increase for 2004 due not only to the population growth, but the presidential election, as it draws more people to the polls. Starting in 2003 all voters will be required to be registered, and we will see that growth in our 2004 registered voters. The number of registered voters play a critical role in determining the number of ballots printed for each election, thereby affecting total election costs.

Number of Waukesha County Registered Voters

2000 Actual	2001 Actual	2002 Actual	2003 Budget	2003 Estimate	2004 Budget
266,786	236,292	238,513	231,000	231,000	240,000

Legislative Support & Administrative Services

Program Description

Serves as Clerk of the County Board of Supervisors, custodian of all records of the board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the county accounting system, strategic planning, and annual budget for the department. By Statute, the County Clerk is the keeper of records for the county and has many of the county contracts filed in the office. The County Clerk maintains the Administration Center room reservations for both county and public meetings. The office receives an average of 15-20 room reservations per day. The County Clerk is responsible for posting agendas. The office is many times the first place our residents call to get transferred to the appropriate department. Continue to update the Directory of Public Officials by posting this information on the Internet.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	2.25	2.50	2.50	1.28	(1.22)
Personnel Costs	\$119,186	\$140,137	\$137,073	\$103,605	(\$36,532)
Operating Expenses	\$5,900	\$8,491	\$7,312	\$9,571	\$1,080
Interdept. Charges	\$9,128	\$14,781	\$13,451	\$36,132	\$21,351
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$134,214	\$163,409	\$157,836	\$149,308	(\$14,101)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$586	\$450	\$225	\$150	(\$300)
Interdepartmental	\$0	\$75	\$0	\$0	(\$75)
Other Revenue	\$109	\$0	\$0	\$2,600	\$2,600
Total Revenues:	\$695	\$525	\$225	\$2,750	\$2,225
Tax Levy	\$133,519	\$162,884	\$157,611	\$146,558	(\$16,326)

**Program Highlights**

In 2004, the full-time equivalent (FTE) decreases by 1.25FTE for a \$50,700 decrease. This decrease reflects the transfer of 0.25 FTE of an Account Clerk I (budget cost of \$12,200) to the Elections program for 2004 to assist with the four scheduled elections and abolishing a 1.00FTE Clerk Typist II (budget cost of \$38,600) partially offset by the increase for the cost to continue the existing staff and budgeting for 0.03FTE for 72 hours of temporary extra help with a cost of \$900 to provide backup coverage and additional help as needed. Interdepartmental charges increase \$21,300 (one-half of the position cost) reflecting the cost sharing of a Clerk Typist I-II position that is currently budgeted in the County Treasurer's department.

The department will assume the duty of programming the county board voting machine. Currently the county is aware of only one vendor to perform this task. By performing this function internally, this will allow for more expedient and continuous service at a lower cost, resulting in reduced budgeted costs annually by \$500 (in the County Board budget).

The department has assumed the duty of posting agendas to the county web site. By setting up a generic email address the department is emailed all agendas and is responsible for posting on the web in a timely manner. This process follows compliance with the open meeting law, of proper notification and has cut down on hard copy and fax costs. By using technology it is a more efficient process and makes the agendas more accessible.

Licensing

Program Description

Issues marriage licenses. Distribute dog licenses, tags, and supplies to municipalities as mandated by state law. Issues marriage licenses to county residents or out of state customers who are eligible to marry under the laws of Wisconsin. Accepts and forwards passport applications and all required materials to the U.S. State Department.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.81	0.92	0.80	0.90	(0.02)
Personnel Costs	\$35,868	\$41,035	\$37,853	\$42,565	\$1,530
Operating Expenses	\$2,454	\$5,396	\$5,202	\$5,225	(\$171)
Interdept. Charges	\$4,430	\$4,853	\$4,826	\$4,775	(\$78)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$42,752	\$51,284	\$47,881	\$52,565	\$1,281
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$108,590	\$107,100	\$107,500	\$127,620	\$20,520
Charges for Services	\$1,690	\$2,000	\$1,850	\$2,000	\$0
Total Revenues:	\$110,280	\$109,100	\$109,350	\$129,620	\$20,520
Tax Levy	(\$67,528)	(\$57,816)	(\$61,469)	(\$77,055)	(\$19,239)



Program Highlights

The expenditures budgeted in 2004 are basically on a cost to continue basis.

The 2004 fee for marriage licenses will continue at \$95 (no change since 2001), with no increase in the estimated number of licenses to issue. The office will also begin accepting passport applications, based on authorization through a proposed 2003 ordinance. The 2004 budget includes \$20,500 of revenue based on a \$30 per application fee that is retained (the total application fee for a passport is \$85).



Activity

The chart shows the number of County Clerk issued licenses and applications by year. A passport application pilot project will begin in the 4th quarter of 2003, pending County Board approval.

	2000 Actual	2001 Actual	2002 Actual	2003 Budget	2003 Estimate	2004 Budget
Marriage License	2,268	2,109	2,167	2,150	2,150	2,150
Dog License	21,494	21,275	21,333	21,500	21,500	21,500
Passports Appl.	N/A	N/A	N/A	N/A	N/A *	684

* Beginning Date not established

Mission

The mission of the County Treasurer is to collect real estate taxes, provide citizens and local municipalities with accurate information and invest funds wisely.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	270,918	319,233	318,307	337,329	18,096	5.7%
Operating Expenses	102,339	215,866	190,755	206,770	(9,096)	-4.2%
Interdept. Charges	77,297	92,763	85,462	105,542	12,779	13.8%
Fixed Assets	0	0	0	0	0	N/A
Total Expenditures	450,554	627,862	594,524	649,641	21,779	3.5%
Charges for Services	69,942	68,100	66,275	72,739	4,639	6.8%
Interdept. Revenue	0	0	0	21,260	21,260	N/A
Other Revenue	6,803,333	6,901,700	7,047,700	6,993,800	92,100	1.3%
Total Revenues (a)	6,873,275	6,969,800	7,113,975	7,087,799	117,999	1.7%
Tax Levy (b)	(6,422,721)	(6,341,938)	(6,519,451)	(6,438,158)	(96,220)	-1.5%

**Position Summary
(FTE)**

Regular Positions	6.25	6.00	5.00	6.00	0.00
Extra Help	0.08	0.08	0.08	0.08	0.00
Overtime	0.06	0.06	0.03	0.03	-0.03
Total	6.39	6.14	5.11	6.11	-0.03

(a) The 2002 Actual revenues do not include the year-end write-up of the investments to market value for comparative purposes.

(b) The Tax Levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.

Current & Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 03	Estimated Operating Impact	A=Annual T= One-Time
200205	Tax Records Replacement (a)	2004	\$725,000	60%	\$85,000	A
200414	Countywide Cashiering (b)	2006	\$445,000	N/A	TBD	A

(a) Project is coordinated by Department of Administration. The annual ongoing costs include software and licensing costs which are to be split evenly between the Register of Deed's Office (\$42,500) and Treasurer's Office (\$42,500).

(b) Project is coordinated by the Department of Administration.

Departmental Objectives

1. In conjunction with Department of Administration and Information Systems, implement a new cashier system that will integrate with the County's accounting software and tax system software, creating greater efficiencies. (Strategic Plan Goal 1.2) (2nd Quarter 2004)
2. In conjunction with Register of Deeds and Information Systems, implement a new property tax database and collection software that will provide greater efficiencies including better reporting. (Previously included in the 2003 adopted budget). (Strategic Plan Goal 1.2) (3rd Quarter 2004)
3. Promote public awareness of the Lottery Credit & Gaming Credit through notices and website. (Strategic Plan Goal 2) (1st Quarter 2004)
4. Expand use of existing OCR (optical character recognition) scanners to other areas, such as lottery credit mailings, in order to reduce time spent manually entering information into the tax system (Previously included in the 2003 adopted budget). (Strategic Plan Goal 2) (2nd Quarter 2004)
5. Investigate a method of providing all local treasurers a list of property taxes collected for a given year through July 31 to enable them to assist taxpayers making inquiries regarding their property (Previously included in the 2003 adopted budget). (Strategic Plan Goal 3.2) (3rd Quarter 2004)
6. Research the purchase of a high speed printer to print receipts, postponed reminders and tax statements in order to better automate and save money not using a third party vendor. (Strategic Plan Goal 3.1) (3rd Quarter 2004)
7. Collect dog license tax remittance revenue from municipal clerks in accordance with state law. (4th Quarter 2004)
8. Collect ag-use conversion penalties, as identified by municipal assessors, remitting 50% back to municipalities, in accordance with state law. These properties received special property tax treatment based on their specific agricultural use. A penalty is invoked if the property is not maintained under the prescribed agricultural use.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Coordinated with Information Systems and credit card processor to have information put on Treasurer's web page that allowed taxpayers the convenience of paying their property taxes via the internet. The cost for this service is paid through a fee paid by the taxpayer to the credit card processor with no fiscal impact on taxes collected.
 2. Worked with Information Systems to have tax and assessment information accessible through the County website in order to alleviate staff time spent answering phone inquiries and to provide convenience for financial institutions, mortgage and title companies.
 3. In conjunction with the Delinquent Property Committee, pursued the marketability of county-owned properties that have been taken in the In Rem process in order to get those properties back on the tax roll.
 4. Worked with Information Systems to have information on county-owned properties for sale available on the Treasurer's website.
 5. During first installment for Real Estate tax collection, provided local treasurers with information that assisted them to reconcile collections being processed on the automated tax system versus actual funds received and deposited.
-

Tax Collection

Program Description

The County Treasurer computes tax settlements for thirty-seven treasurers, the Department of Revenue, and all school districts in the County. Contractual agreements currently exist with eleven municipalities to collect first installment property taxes. Postponed taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes, as necessary, and forecloses on properties according to Wisconsin Statutes. Auctions are held on deeded parcels as necessary.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Time to process tax payment	2 Bus. Days	2 Bus. Days	1 Bus. Days	1 Bus. Days	-1 Bus. Day

Staffing (FTE)

1.36

1.24

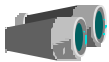
1.06

1.31

0.07

Personnel Costs	\$42,931	\$60,830	\$60,194	\$64,987	\$4,157
Operating Expenses	\$81,753	\$115,460	\$98,824	\$96,000	(\$19,460)
Interdept. Charges	\$23,080	\$30,040	\$36,540	\$38,106	\$8,066
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$147,764	\$206,330	\$195,558	\$199,093	(\$7,237)
Charges for Services	\$58,336	\$62,100	\$63,275	\$69,739	\$7,639
Interdepartmental	\$0	\$0	\$0	\$5,315	\$5,315
Other Revenue	\$1,981,808	\$1,716,300	\$1,862,300	\$1,808,400	\$92,100
Total Revenues	\$2,040,144	\$1,778,400	\$1,925,575	\$1,883,454	\$105,054
Tax Levy (a)	(\$1,892,380)	(\$1,572,070)	(\$1,730,017)	(\$1,684,361)	(\$112,291)

(a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

**Program Highlights**

Operating expenses include a decrease of \$12,600 from contracted services primarily due to the reallocation of \$12,000 to interdepartmental charges (40% tax collection program, 60% administration program); and, \$7,000 for In Rem expenses. In conjunction with these expenses, other revenue includes an increase of \$5,900 for In Rem Fees, thus projecting \$25,000 for In Rem expenses offset by \$25,000 estimated to be collected for In Rem revenue.

Interdepartmental charges increase mainly due to time reallocated from other programs to more accurately reflect the actual time allocations for DOA-Accounting staff efforts on tax collections and investments. Also, 40% of the DOA's account clerk time is being reallocated from contracted services (\$4,800), which is correcting for a position being budgeted in contracted services in 2003. This is partially offset by a decrease of \$9,600 related to postage costs being shifted from Tax Collections program to the Administrative Services program due to a reduction in the mailings of tax receipts and an increase in mailings of the county's expense checks in the administration program.

Charges for services revenue includes Tax Processing Fees for the Municipalities and In Rem Fees. The 2004 budgeted revenue is increasing mostly due to the \$5,900 increase in the In Rem Fees noted above.

Other revenue includes an increase of \$50,000 in interest collected and \$40,000 in penalty collected on delinquent taxes to more closely represent actual 2002 delinquent tax an interest collections level.

Interdepartmental revenue increases \$5,315 reflecting 0.125 FTE (50% of this program's 25% share) of a Clerk Typist I-II position, which is 50% shared with the County Clerks office. The position is budgeted 100% in the County Treasurer's budget.

Tax Collection (cont.)

**Activity**

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes
1996 – 2002 Actual

	1996	1997	1998	1999	2000	2001	2002
Interest	\$1,029,107	\$1,316,252	\$1,154,125	\$1,041,894	\$1,017,736	\$1,098,486	\$1,222,243
Penalty	\$ 529,491	\$ 633,461	\$ 575,659	\$ 525,199	\$ 515,425	\$ 616,013	\$ 627,954
TOTAL	\$1,558,598	\$1,949,713	\$1,729,783	\$1,567,093	\$1,533,161	\$1,714,499	\$1,850,197

**Activity**

The Treasurers' Office in the 2003-2004 tax year, will collect first installment taxes for twelve municipalities. A contractual agreement is established and fees charged to the municipality for this service. The fees assessed to municipalities offset costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County collection service.

Property Taxes Collected
1997 – 2002

Municipality	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03
Village of Menomonee Falls	\$40,536,409	\$43,383,789	\$43,032,455	\$46,628,359	\$48,564,635	\$51,150,156
City of Delafield	\$ 8,077,359	\$ 8,351,132	\$ 8,800,098	\$ 9,883,362	\$10,915,526	\$11,917,379
Village of Pewaukee	\$ 7,563,153	\$ 8,299,272	\$ 8,440,314	\$ 8,968,089	\$ 9,510,162	\$10,229,923
Village of Wales	\$ 2,061,952	\$ 2,196,642	\$ 2,191,240	\$ 2,287,037	\$ 2,569,103	\$ 2,820,149
Town of Brookfield	\$ 9,113,452	\$ 9,994,885	\$10,207,816	\$10,529,197	\$11,052,246	\$10,962,369
Village of Merton		\$ 1,587,074	\$ 1,655,332	\$ 1,898,843	\$ 2,027,457	\$ 2,162,483
Village of Lannon		\$ 1,163,430	\$ 1,175,954	\$ 1,196,344	\$ 1,113,153	\$ 1,198,618
Town of Lisbon (a)		\$ 9,484,943	\$ 9,583,844	\$10,116,933	\$ 0	\$ 0
Village of Nashotah				\$ 1,853,557	\$ 1,931,700	\$ 2,068,078
Village of Dousman					\$ 1,389,479	\$ 1,590,444
Village of Lac La Belle					\$ 1,132,900	\$ 1,225,604
Village of Ocon. Lake					\$ 3,021,969	\$ 3,287,957
TOTAL	\$67,352,325	\$84,461,167	\$85,087,053	\$93,361,721	\$93,228,330	\$98,613,160

(a) As of 2002, the Town of Lisbon no longer contracts with the County for tax collection. Lisbon purchased an automated tax collection system with the County Treasurer's assistance.

Investments

Program Description

Invest County cash balances, with the assistance of contracted help from the Department of Administration staff, in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
Personnel Costs	\$14,622	\$15,215	\$15,162	\$15,903	\$688
Operating Expenses	\$25	\$55,000	\$50,000	\$51,150	(\$3,850)
Interdept. Charges	\$26,039	\$26,296	\$13,696	\$13,796	(\$12,500)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$40,686	\$96,511	\$78,858	\$80,849	(\$15,662)
Other Revenue(Invest. Income)(a)	\$4,817,508	\$5,150,000	\$5,150,000	\$5,150,000	\$0
Total Revenues:	\$4,817,508	\$5,150,000	\$5,150,000	\$5,150,000	\$0
Tax Levy (b)	(\$4,776,822)	(\$5,053,489)	(\$5,071,142)	(\$5,069,151)	(\$15,662)

(a) The 2002 Actual revenues do not include the year-end write-up of the investments to market value for comparative purposes.

(b) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.



Program Highlights

Operating expenses decrease \$3,850 due to the approved new banking contract agreement, which lowers the budgeted finance charges for bank analysis fees.

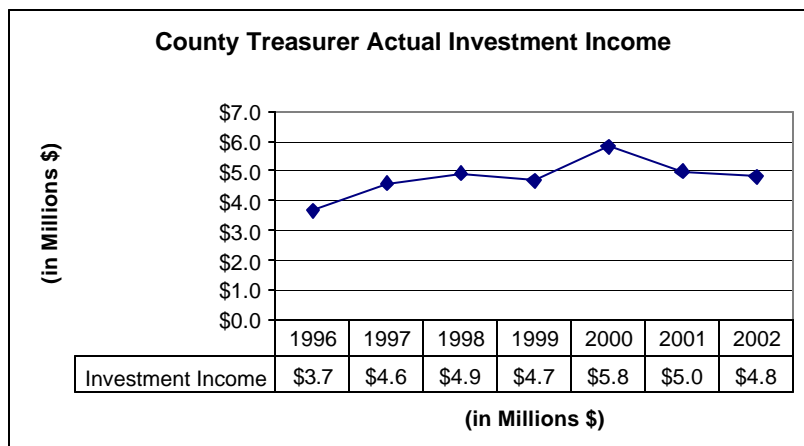
Interdepartmental charges decrease in this program reflecting the reallocation DOA-Accounting time for staff efforts between the Tax Collections and Investment program to more accurately reflect the actual time allocations. 100% of the charges were included in the Investment program in the 2003 budget.

Other revenue is generated from Investment Income allocated to the Treasurer's office. Investment income is expected to remain flat in 2004 with expectations that investment balances will be higher and interest rates will increase from the 2003 level. The 2003 budget is expected to be achieved as a result of earnings from bond premiums in early and mid 2003.



Activity

Investment income increased from 1996 to 1998. In late 1998, a rate reduction in the federal funds rate occurred. Investment results were favorable in 2000. However, interest rates declined multiple times throughout 2001-2003.



Administrative Services

Program Description

The Administrative Services is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts all payments for the County and disburses all checks.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of working days to respond to correspondence	2	2	2	1	-1
Mail 2 nd Tax Installment (Postponed Reminder) 45 days prior to due date	N/A	N/A	100%	100%	N/A

Staffing (FTE)	4.83	4.70	3.85	4.60	-0.10
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Personnel Costs	\$213,365	\$243,188	\$242,951	\$256,439	\$13,251
Operating Expenses	\$20,561	\$45,406	\$41,931	\$59,620	\$14,214
Interdept. Charges	\$28,178	\$36,427	\$35,226	\$53,640	\$17,213
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$262,104	\$325,021	\$320,108	\$369,699	\$44,678
Charges for Services	\$11,606	\$6,000	\$3,000	\$3,000	(\$3,000)
Interdepartmental	\$0	\$0	\$0	\$15,945	\$15,945
Other Revenue	\$4,017	\$35,400	\$35,400	\$35,400	\$0
Total Revenues:	\$15,623	\$41,400	\$38,400	\$54,345	\$12,945
Tax Levy	\$246,481	\$283,621	\$281,708	\$315,354	\$31,733



Program Highlights

The Treasurer's department will work with Register of Deeds and the Information Systems division to implement a new tax system and a new cashiering system in 2004 (See departmental objectives #1 & #2). The related maintenance and support costs will be shared with the Register of Deeds and will be partially budgeted in 2004 and full year costs will be required to be fully budgeted in 2005.

Personnel costs increase due to costs to continue for existing positions and increased health insurance costs.

Operating expenses increase \$14,214 primarily due to an \$18,000 increase for software licensing and maintenance support costs (after warranty period expires) for the new tax system being purchased in 2003. The Treasurer will be expected to pay 50% of the the full year estimated costs of \$90,000 in 2005.

Interdepartmental charges increased mostly due to \$8,900 of postage from the base budget being shifted to Administrative Services from the Tax Collection Program due to an increase in the mailing of the county expense checks (a 34% increase) which is more than offset by a decrease in the mailing of tax receipts in the tax collection's program that results in an overall postage cost reduction of \$700. Also, 40% or \$4,800 of the DOA's account clerk is a base budget shift to interdepartmental charges from the tax collection program's operating expenses contracted services account to more accurately reflect the actual time allocation and correct for budgeting as a contract service in 2003.

Interdepartmental revenue increases \$15,945 reflecting 0.325 FTE (50% of this program's 75% share) of a Clerk Typist I-II position, which is 50% shared with the County Clerks office. The position is budgeted 100% in the County Treasurer's budget.

Charges for Services revenue decrease \$3,000 to \$3,000 in 2004 as a result of a reduction in copy charges. The County made tax and assessment information accessible through the County's website for financial institutions and title companies in 2003 (See Departmental Strategic Achievements #2).

All Funds**Administration****Mission/
Summary****Mission**

The mission of the Department of Administration is to assist other County departments and provide countywide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Expenditures	\$5,727,799	\$6,225,387	\$6,153,525	\$6,455,234	\$229,847	3.7%
Revenues	\$861,548	\$815,691	\$904,592	\$940,380	\$124,689	15.3%
Tax Levy	\$4,866,251	\$5,409,696	\$5,248,933	\$5,514,854	\$105,158	1.9%
Risk Management						
Expenditures	\$1,994,944	\$1,862,960	\$1,864,823	\$2,044,122	\$181,162	9.7%
Revenues	\$2,065,750	\$1,862,960	\$1,789,960	\$2,044,122	\$181,162	9.7%
Operating Inc/(Loss)	\$70,806	\$0	(\$74,863)	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Records Management						
Expenditures	\$1,568,383	\$1,626,370	\$1,604,973	\$1,641,095	\$14,725	0.9%
Revenues	\$1,656,598	\$1,626,370	\$1,699,813	\$1,641,095	\$14,725	0.9%
Operating Inc/(Loss)	\$88,215	\$0	\$94,840	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Communications						
Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)	-18.4%
Revenues	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)	-6.5%
Operating Inc/(Loss) (a)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Radio Services						
Expenditures	\$746,285	\$831,426	\$839,045	\$979,009	\$147,583	17.8%
Revenues	\$1,141,965	\$977,737	\$1,084,286	\$1,157,561	\$179,824	18.4%
Operating Inc/(Loss) (b)	\$395,680	\$146,311	\$245,241	\$178,552	\$32,241	22.0%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Collections						
Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875	13.2%
Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875	13.2%
Operating Inc/(Loss)	\$336,169	\$0	\$81,713	\$0	\$0	N/A
Tax Levy	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)	7.1%
Total All Funds						
Expenditures	\$11,125,742	\$11,956,318	\$11,926,277	\$12,437,050	\$480,732	4.0%
Revenues	\$7,195,586	\$6,692,933	\$6,875,046	\$7,205,537	\$512,604	7.7%
Operating Inc/(Loss)	\$936,095	\$146,311	\$197,702	\$283,341	\$137,030	93.7%
Tax Levy	\$4,826,251	\$5,339,696	\$5,178,933	\$5,439,854	\$100,158	1.9%

(a) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.

(b) Operating income is attributable to revenues providing funding for County radio replacement program. Also included in Operating income is interest income from municipal repayment of loans. These amounts are repaid to the general fund in the year following receipt. The amount received in 2003 will be budgeted in 2004 when it is repaid to the General Fund.

All Funds

Administration

Summary/
Capital Projects

Position Summary (FTE)	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Budget Change \$
Department of Administration:					
Regular Positions	88.00	87.50	87.50	88.00	0.50
Extra Help	8.65	8.68	8.68	8.27	(0.41)
Overtime	0.14	0.32	0.32	0.38	0.06
Total	96.79	96.50	96.50	96.65	0.15
* End User Technology Fund (Memo):					
Regular Positions	9.00	9.00	10.00	10.00	1.00
Extra Help	5.25	4.72	4.37	5.10	0.38
Overtime	0.08	0.00	0.00	0.00	0.00
Total	14.33	13.72	14.37	15.10	1.38
Grand Total	111.12	110.22	110.87	111.75	1.53

* Refer to Non-Departmental section. Increase of 1.0 FTE regular position is the creation of a Senior Information Systems Professional to support the new Communications Center operations, Computer Aided Dispatch, and Records Management Systems.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '03	Estimated Operating Impact	A = Annual T = One- Time
9819	Justice System Redevelopment (a)	2005	\$1,756,570	65%	\$72,000	A
200027	Electronic Document Mgmt System (b)	2006	\$1,425,000	57%	\$62,518	A
200109	Implement HHS Automated System	2005	\$1,285,000	50%	\$176,750	A
200201	Mobile Data Infrastructure Upgrade (c)	2006	\$650,000	0%	TBD	A
200205	Tax Records Replacement (d)	2004	\$725,000	60%	\$85,000	A
200206	Fiber Link to County Facilities	2005	\$810,500	50%	\$20,500	A
200207	Telecommunications Environment Upgrade (e)	2006	\$645,000	10%	\$18,000	A
200319	Upgrade Office suite from Windows 2000	2005	\$610,000	N/A	\$123,000	A
200327	Upgrade CUBS System (f)	2005	\$275,000	N/A	\$22,500	A
200411	HIPAA Security	2005	\$160,000	N/A	Unknown	A
200412	Oracle Infrastructure Upgrade	2005	\$355,000	N/A	\$24,000	A
200413	CITRIX Server Expansion	2005	\$150,000	N/A	(\$75,000)	A
200414	County wide Cashiering	2006	\$445,000	N/A	\$43,250	A

- (a) Coordinated project with Clerk of Courts, Circuit Courts, District Attorney & Sheriff.
- (b) Coordinated project with Records Management.
- (c) Coordinated project with Radio Services.
- (d) Coordinated project with Treasurer, Register of Deeds.
- (e) Coordinated project with Telecommunications.
- (f) Coordinated project with Collections.

General Fund**Administration****Fund Purpose/
Summary****Fund Purpose**

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from taxes, but the fund also receives fines, fees, intergovernmental revenues, interest earnings and other revenues.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$4,823,215	\$5,119,349	\$5,076,396	\$5,326,319	\$206,970	4.0%
Operating Expenses	\$658,362	\$783,255	\$762,985	\$760,490	(\$22,765)	-2.9%
Interdept. Charges	\$246,222	\$307,783	\$298,344	\$353,425	\$45,642	14.8%
Fixed Assets	\$0	\$15,000	\$15,800	\$15,000	\$0	0.0%
Total Expenditures	\$5,727,799	\$6,225,387	\$6,153,525	\$6,455,234	\$229,847	3.7%
General Government	\$143,373	\$150,450	\$150,450	\$198,097	\$47,647	31.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$159,545	\$146,350	\$149,385	\$160,970	\$14,620	10.0%
Interdepartmental	\$530,656	\$492,241	\$579,856	\$553,313	\$61,072	12.4%
Other Revenue	\$27,974	\$26,650	\$24,901	\$28,000	\$1,350	5.1%
Total Revenues	\$861,548	\$815,691	\$904,592	\$940,380	\$124,689	15.3%
Tax Levy	\$4,866,251	\$5,409,696	\$5,248,933	\$5,514,854	\$105,158	1.9%

Position Summary (FTE)**General Fund:**

Regular Positions	65.00	64.60	64.60	64.60	0.00
Extra Help	1.28	1.80	1.80	1.66	(0.14)
Overtime	0.05	0.10	0.10	0.13	0.03
Total	66.33	66.50	66.50	66.39	(0.11)

***End User Technology Fund (Memo):**

Regular Positions	9.00	9.00	10.00	10.00	1.00
Extra Help	4.44	4.72	4.37	5.10	0.38
Overtime	0.00	0.00	0.00	0.00	0.00
Total	13.44	13.72	14.37	15.10	1.38

Grand Total	79.77	80.22	80.87	81.49	1.27
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* Refer to Non-Departmental section. Increase of 1.0 FTE regular position is the creation of a Senior Information Systems Professional to support the new Communications Center operations, Computer Aided Dispatch, and Records Management Systems.

Departmental Objectives**Business Office**

1. Work cooperatively with vendor and County departments to implement standard internet payment functionality County-wide (1st – 4th Qtrs 2004).
2. Transition Computer Assisted Mass Appraisal (CAMA) services from the County to user communities at the conclusion of the current contract which expires 12/21/04 (1st – 4th Qtrs 2004).

Accounting

1. Review and update the County's accounting policies and procedures (4th Qtr 2004).
2. Develop a plan for complying with upcoming rule changes for assessing and reporting financial liabilities associated with post employment benefits (3rd Qtr 2004).

Budget

1. Work with Information System or contracted Staff on further development of the Budget Data Warehouse project by developing business plan requirements for a Countywide performance measurement data (universe) repository in order to begin building one centralized data bank of performance information to ensure quality and integrity of performance data for decision-making purposes (Strategic Plan Goal 4.6) (2nd Qtr 2004).
2. Work with Information Systems, Accounting Services and Purchasing divisions to explore and examine available financial/business systems that utilize internet technology in order to determine viable options in planning for future Business Application System (BAS) replacements.
3. Explore expanding budget information and budget related educational materials (from Quality Management University budget module) available to the public via the Internet in order to share budget principals and practices (Strategic Plan Goal 4.3) (4th Qtr 2004).
4. Provide budget staff support and assistance to the Criminal Justice Collaborating Council partners with budget development, monitoring, reporting and participation on the data subcommittee. (Strategic Plan Goal 5.1) (Qtrs 1-4, 2004).

Information Systems

1. Assist Health and Human Services and Senior Services Departments through completion of the implementation of a software package to automate Case Management and integrate that package into PeopleLink. Interface state WiSACWIS (child welfare) system with County systems (4th Qtr 2004).
 2. Working with representatives of the Consolidated Jail Collaborative Council (CJCC), develop a Countywide Data Warehouse for Justice information, linking data from Circuit Court Automation Program (CCAP), Protect, Spillman Law Records Management and Spillman Jail Management systems.
 3. Implement the Spillman Computer Aided Dispatch (CAD) system for Sheriff, Lake Area Communication System (LACS) and Brookfield. Implement the Spillman Police Records Management system interface for the participating agencies. Complete the Wide Area Network link between the County and all participating agencies. (Strategic Plan Goal 4.1, Task 3). (County's CAD – Sheriff - 2nd Qtr 2004, LACS - 3rd Qtr 2004, Brookfield - 4th Qtr 2004, Police Records Management System - 4th Qtr 2004).
 4. Expand the CITRIX server environment to encompass remote Parks facilities, and begin the migration of the Sheriff's Department from PCs to Terminal Server devices utilizing the enhanced features of the CITRIX technology (3rd Qtr 2004).
 5. Determine which Office Suite will be supported at the user level and plan the migration to the selected strategy (4th Qtr 2004).
 6. Complete the implementation and incorporation of the Storage Area Network solution for county systems (2nd Qtr 2004).
 7. Complete the Fiber Optic Link from the Courthouse to the Radio Services facility on Davidson Road. Project is in conjunction with the City of Waukesha and the Waukesha School Districts. Included in this effort is the re-installation of the fiber from the Courthouse to the Health and Human Services facility (Strategic Plan Goal 4.4) (2nd Qtr 2004).
 8. Through the Request for Proposal (RFP) process analyze and select a Countywide Cashiering function that will accommodate electronic recording for the Register of Deeds and other departments for centralized cash processing and interfaces into BAS (4th Qtr 2004).
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9. Initiate requirements analysis and develop a strategic plan to bring the County into full compliance with the Health Insurance Portability and Accountability Act (HIPAA) Security requirements to be in place in 2005 (4th Qtr 2004).

Employment Services/Labor Relations

1. Implement an overall employee communication strategy and plan which will address ongoing needs to communicate critical information on policies, procedures, employee benefits, and training opportunities (Strategic Plan Goal 1.6) (2nd Qtr 2004).
2. Develop the electronic interface between the County and the benefit/insurance carriers and administrators (Strategic Plan Goal 4.5) (2nd Qtr 2004).
3. Explore the development of informal and formal Human Resources partnerships with other public/private sector employers within Waukesha County in the areas of employee benefits and training (Strategic Plan Goal 5.1) (4th Qtr 2004).
4. In conjunction with Risk Management and the Sheriff's Department, implement standards of fitness for duty for law enforcement positions (3rd Qtr 2004).

Purchasing

1. Conduct vendor focus group to determine what, if any changes to or additional e-commerce functionality is desired to increase the ease of doing business with Waukesha County. Implement any necessary changes (Strategic Plan Goal 4.7) (2nd Qtr 2004).
2. Research best practices on electronic signature, sealed bid submission and security issues to determine feasibility as related to our e-commerce initiatives (Strategic Plan Goal 4.7) (2nd Qtr 2004).
3. Develop content for a Business Continuity (BC) website to provide information to the community in case of a BC event, i.e., relocation of departments, new telephone numbers, etc. In addition, employees will be able to utilize the site for where and when to report to work (1st Qtr 2004).
4. Work with BC software vendor to determine the feasibility and cost/benefits of moving the BC plans for each department and the newly developed BC website to a remote Application Service Provider (ASP) (2nd Qtr 2004).
5. Research feasibility of utilizing imaging technology to enhance our on-line bid/rfp capabilities by incorporating necessary plans, diagrams, maps etc. with Department of Public Works bids.
6. Identify prospective procurement consolidations with the State, Wisconsin Association of Public Purchasers (WAPP)/Volume Acquisition of Local Uniform Expenditures (V.A.L.U.E.), for cellular phones, ammunition, office supplies and light trucks and vans (Strategic Plan Goal 5.1) (3rd Qtr 2004).
7. Research best practices of other government agencies to identify appropriate pro-card parameters for allowing individual department personnel to order on-line (1st Qtr 2004).
8. Create an online site for surplus/obsolete items using a "shopping cart" method inclusive of a picture and detailed description of each item available to save departments and purchasing administrative time currently required to physically view each item (Strategic Plan Goal 4.3) (1st Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03**Accounting**

1. Implemented the new financial reporting model promulgated by Governmental Accounting Standards Board Statement Number 34.
2. Completed the acquisition process for banking services.
3. Developed a business rules and policy document, as well as a data migration map for upgrading the County's payroll system.

Budget

1. Budget staff worked with Information System staff to implement and complete project deliverables for budget data warehouse project.
 2. Budget staff completed advance training in Business Objects report writer software and used their expertise to effectively generate ad hoc reports and analysis from the data compiled in the budget data warehouse.
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3. Budget staff participated as part of workgroups on several County wide strategic efforts providing fiscal analysis on projects such as the Transit service RFP, Federated Library Act 150 committee support, Metro drug unit relocation funding alternatives, State budget analysis, CJCC committee support, Ceridian Payroll/HRIS workgroup, and new WC Communication Center budget development.

Information Systems

1. Implemented the first components of the Countywide Data Warehouse, linking Land Information System elements with Register of Deeds elements providing Internet access to county citizens to their land records information.
2. Implemented the second component of the Data Warehouse, by populating the warehouse with the county financial information, giving end user flexibility and access to county financial information using the Business Objects reporting tool.
3. In conjunction with the Budget division, developed a process to streamline and update the Technology project review process and linked it to the County's budget process.
4. In conjunction with the Treasurer, implemented the county's first e-commerce application, by allowing citizens to pay their property taxes via the Internet.
5. Expanded remote access to the County network and information systems through the implementation of enhanced CITRIX server access and the implementation of the County's Virtual Private Network (VPN). The combination of these two technologies allows for secured access to the County systems at high-speed processing capacities.
6. Implemented a division protocol for project management, systems documentation, issue tracking and progress reporting. This protocol uses existing technology and web-based applications deployed on the County Intranet.
7. Implemented the Intranet-based Phone Directory. Dramatically reducing paper copy requirements and making the directory available to the public on the Internet.
8. Installed a new Uninterrupted Power Supply system in the computer room, increasing the electrical capacity for computer equipment by 100%.
9. Installed Fiber Optic Cable to the Huber Facility, the Expo Center, Highway Garage and new Dispatch Communication Center.
10. With participation from municipal fire and police agencies, developed and posted the RFP to install the Countywide Dispatch system, Countywide Police Records Management system, and the replacement for the IJIS Detention Management systems with vendor supported software.
11. With Health and Human Services, completed the RFP process for the selection of a replacement Accounts Receivable Billing system, to bring the County into compliance with the HIPAA regulations for Electronic Data Interface (EDI) transactions.
12. Completed the upgrade of Oracle database and the Financials application to the latest versions.
13. Installed Windows 2000 operating system on all County desktop PCs.

Employment Services/Labor Relations

1. Developed the Human Resources Intranet site to enable employees to enroll and make changes in employee benefit plans.
2. Labor Relations and Employment Services developed a comprehensive transition plan for the compensation, recruitment, selection, retention and training of employees for the Department of Public Safety.
3. Designed and piloted Quality + certification program for support staff and lead workers.
4. Implemented access to and scheduling of training through the Intranet site.
5. Published the County Beat on the Intranet Site.
6. Developed and implemented sale of County-logo clothing.

Purchasing

1. Significantly reduced operating expenses in postage (38%), printing (44%), and copy charges (70%) due to Purchasing's E-commerce initiative i.e. posting bids and RFP's on the Internet.
 2. A survey of our vendors to assess the ease of use of our web site achieved a rating of 3.48 on a 4-point scale.
 3. Reviewed initial E-commerce efforts in 2003 to assess effectiveness and identify any modifications required.
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4. Facilitated a meeting between Department's Business Continuity team leaders and applicable DOA Divisions to provide a clear explanation of DOA Business Continuity processes and as a result refine procedures as necessary.
 5. Completed planning and review for Phase III of Business Continuity testing, i.e., test the Clerk of Courts critical business applications. Tabletop test scheduled to 8/1 and actual test scheduled for 9/17/03.
 6. Began development of a purchasing "how-to" training course on purchasing processes, which will be offered on an annual basis beginning in 2003. Will be completed by the 3rd quarter.
 7. Began creating a post training survey to measure the effectiveness of the training and to aid in developing or refining future training sessions. Will be completed by the 3rd quarter.
 8. In conjunction with Building Operations and Projects Division developed a standard template for delegated direct buys. Implementation scheduled for 3rd quarter.
-

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Coverage – Planned Absences	100%	100%	100%	100%	0%
Coverage – Unplanned Absences	100%	100%	100%	100%	0%

Backup coverage should occur 100% of the time when division administrative staff has planned absences. In cases of unplanned absences where Administrative Services is notified (such as sick leave and unplanned medical leave), the long-term goal is to provide coverage at least 95% of the time (2001 strategic plan).

Staffing (FTE)	11.30	12.00	12.00	12.00	0.00
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Personnel Costs	\$483,754	\$507,669	\$489,670	\$508,191	\$522
Operating Expenses	\$37,523	\$45,736	\$43,686	\$44,511	(\$1,225)
Interdept. Charges	\$35,578	\$44,419	\$44,219	\$34,156	(\$10,263)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$556,855	\$597,824	\$577,575	\$586,858	(\$10,966)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$556,855	\$597,824	\$577,575	\$586,858	(\$10,966)



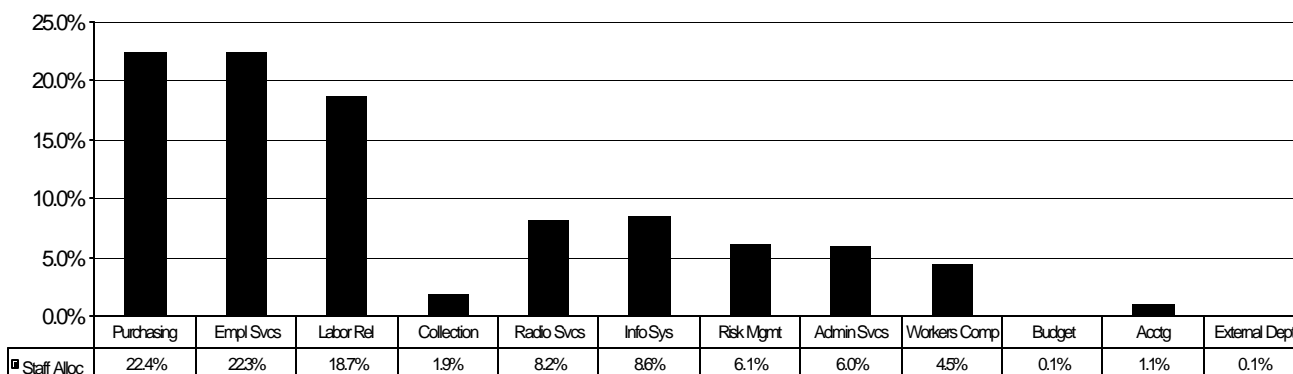
Program Highlights

Personnel Costs increase mostly due to cost to continue of existing staff and increased benefit costs, partially offset by staff changes lowering health insurance by \$20,850 and increased vacancy and turnover of \$9,400. Operating Expenses decrease mostly due to a decrease in office supplies of \$1,000. Interdepartmental charges decrease mostly due to a decrease in End User Technology Fund charges of \$10,900 reflecting a change in allocations among other divisions within the Department of Administration.



Activity

Administrative Staff Allocation by Division in 2002



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration budget, assists divisions in their business operations and financial functions, and prepares financial analyses.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	6.03	5.50	5.50	5.50	0.00
Personnel Costs	\$434,856	\$410,786	\$403,997	\$427,456	\$16,670
Operating Expenses	\$45,518	\$12,573	\$56,683	\$57,373	\$44,800
Interdept. Charges	\$5,500	\$8,800	\$8,800	\$8,081	(\$719)
Fixed Assets	\$0	\$0	\$800	\$0	\$0
Total Expenditures:	\$485,883	\$432,159	\$470,280	\$492,910	\$60,751
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$152,286	\$145,000	\$148,185	\$160,120	\$15,120
Interdepartmental	\$25,700	\$37,510	\$38,510	\$39,598	\$2,088
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$177,986	\$182,510	\$186,695	\$199,718	\$17,208
Tax Levy	\$307,897	\$249,649	\$283,585	\$293,192	\$43,543



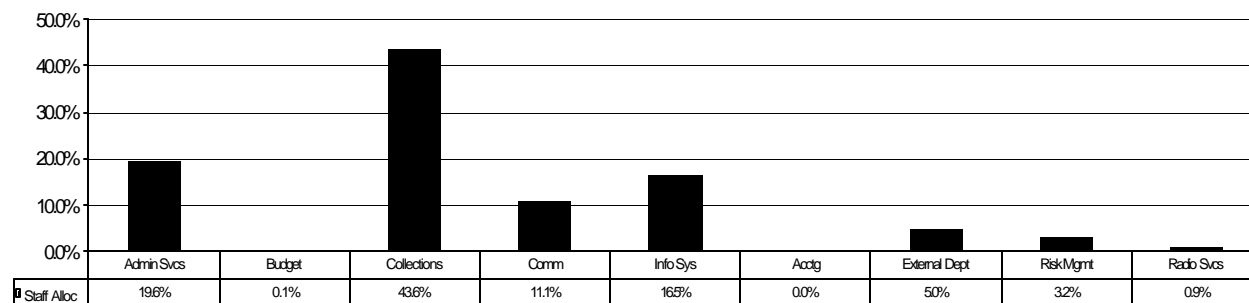
Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses increase mostly due to completing the transition of tax bill printing and mailing by an outsource vendor of \$23,000 and CAMA (assessment system) expenses of \$22,100 not previously budgeted. Interdepartmental charges decrease due to a change in End User Technology Fund allocations among other divisions within the Department of Administration. Charges for services increase mostly due to the tax billing rate analysis second year of a three year phased plan of increased rates for full cost recovery of \$10,900 and printing of tax rolls not previously budgeted of \$4,000.



Activity

Business Office Staff Allocation by Division in 2002



Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit countywide payroll in accordance with established County policies and procedures and in compliance with state and federal regulations, and file required payroll reports to various reporting agencies.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Payroll Exception Checks to Total Checks Processed (a)	0.000%	0.034%	0.000%	0.000%	(0.034%)

(a) Payroll exception checks (errors and omissions of the payroll staff) should not exceed 0.1% (one tenth of a percent) of the total number of payroll checks processed. See below for related activity data: Paychecks Processed and Payroll Exception Checks.

Staffing (FTE)	2.51	2.53	2.53	2.56	0.03
-----------------------	-------------	-------------	-------------	-------------	-------------

Personnel Costs	\$133,271	\$144,646	\$148,064	\$155,805	\$11,159
Operating Expenses	\$59,054	\$110,020	\$105,275	\$98,418	(\$11,602)
Interdept. Charges	\$2,754	\$5,669	\$5,569	\$6,877	\$1,208
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$195,079	\$260,335	\$258,908	\$261,100	\$765
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$195,079	\$260,335	\$258,908	\$261,100	\$765



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to 2003 one-time contracted services for the payroll system upgrade not repeated in 2004 of \$10,400. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,200.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Paychecks Processed	46,400	44,000	45,000	45,000	1,000
Payroll Exception Checks	0	15	0	0	(15)
W2s Processed	2,110	2,200	2,300	2,300	100

Accounting Services

Program Description

The Accounting Services program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses and assist the Treasurer's Office in investment of cash.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Monthly Closes on Time *	100%	100%	92%	100%	0%

* Monthly close of financial system occurs on the 5th business day after each month end, with the exception of December, which remains open later for accruals and auditing.

Staffing (FTE)	3.61	3.78	3.78	3.60	(0.18)
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Personnel Costs	\$291,296	\$311,746	\$314,271	\$325,241	\$13,495
Operating Expenses	\$118,394	\$128,756	\$121,837	\$117,630	(\$11,126)
Interdept. Charges	\$5,330	\$8,989	\$10,311	\$10,738	\$1,749
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$415,020	\$449,491	\$446,419	\$453,609	\$4,118
General Government	\$143,373	\$150,450	\$150,450	\$198,097	\$47,647
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,613	\$1,300	\$1,000	\$700	(\$600)
Interdepartmental	\$503,626	\$454,731	\$541,346	\$513,715	\$58,984
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$648,612	\$606,481	\$692,796	\$712,512	\$106,031
Tax Levy	(\$233,592)	(\$156,990)	(\$246,377)	(\$258,903)	(\$101,913)



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by reduced temporary extra help. Operating expenses decrease mostly due to 2003 one-time audit expenses related to GASB 34 not repeated in 2004 by \$9,000 and reduced travel costs of \$1,000. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,700. General government revenues increase due to an increase in Child Support reimbursements. Charges for services decrease due to wage assignment fees. Interdepartmental revenues increase mostly due to indirect costs of \$25,000 charged to Land Information Systems in the first year of a possible two to three years.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Budget Entries Prepared	1,091	900	900	900	0
Journal Entries Audited	2,995	3,000	3,000	3,000	0

Accounts Payable

Program Description

The Accounts Payable program provides support to all County agencies in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel audit transactions so that requisitions and payments are accurate and for a legitimate purchase of goods and services in accordance with the Adopted Budget.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Average Procard Transaction	\$118	\$115	\$118	\$118	\$3

NOTE: The procurement card program is intended to provide a more rapid receipt of low cost items, and to reduce the administrative costs associated with the payment for those purchases. Monitoring of the average transaction amount provides assurance that larger transactions more appropriate to the accounts payable system are not being charged.

Staffing (FTE)	2.90	2.97	2.97	3.04	0.07
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Personnel Costs	\$129,233	\$144,700	\$144,598	\$152,215	\$7,515
Operating Expenses	\$795	\$5,635	\$3,445	\$4,418	(\$1,217)
Interdept. Charges	\$3,194	\$6,339	\$6,289	\$7,739	\$1,400
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$133,222	\$156,674	\$154,332	\$164,372	\$7,698
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$133,222	\$156,674	\$154,332	\$164,372	\$7,698



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff, increased benefit costs and increased temporary extra help, partially offset by reduced overtime. Operating expenses decrease mostly due to reduced travel of \$500 and tuition & registration of \$400. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,400.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Requisition Lines Audited	2,883	2,900	2,900	2,900	0
Invoice Lines (Direct Buys) Audited	82,345	76,000	76,000	78,000	2,000
Procard Lines Entered/Audited	8,380	8,500	8,500	8,700	200
Cellular Phone Lines Audited/Reviewed	3,023	2,800	3,100	3,100	300
Average Amount per Check	\$3,928	\$3,100	\$3,100	\$3,100	\$0

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, grants, and other issues having a fiscal impact.



Performance Measures

	Standard	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Budget Change
Tax Rate Stability (a)	+/- 5% prior year	\$2.4642 (4.50%)	\$2.4208 (1.76%)	\$2.3102 (4.57%)	\$2.2095	(\$0.1007) (4.36%)
Capital Project Borrow (b)	< 80% of Net	66%	65%	73%	76%	3%
Debt Service (c)	<= 10%	6.60%	6.80%	6.90%	7.00%	0.10%

(a) A tax rate stability standard, not exceeding a plus or minus 5% tax rate change from the prior year, should maintain operational stability. The tax rate is expressed per thousand dollars of equalized value.

(b) Capital projects are partially funded through the issuance of general obligation promissory notes and investment earnings on Capital Projects Fund Balance. The goal is to borrow less than 80% of net capital project expenditures by budgeting tax levy at a minimum of 20% of budget year net capital project expenditures. (see Capital Project section)

(c) Debt service should not exceed 10% of total governmental operating expenditures. (see Debt Service section)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.37	5.40	5.40	5.42	0.02

Personnel Costs	\$392,604	\$425,173	\$415,667	\$435,359	\$10,186
Operating Expenses	\$20,279	\$35,490	\$32,520	\$34,885	(\$605)
Interdept. Charges	\$6,944	\$9,664	\$9,414	\$11,337	\$1,673
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$419,827	\$470,327	\$457,601	\$481,581	\$11,254
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$419,827	\$470,327	\$457,601	\$481,581	\$11,254



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by staff changes lowering health insurance. Operating expenses decrease mostly due to reduced contract services of \$1,000. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,800.



Activity	2001 Act.	2002 Act.	2003 Bud	2003 Est.	2004 Bud	Bud Chg.
# of agency/cost centers programs budgets, analyzed, & monitored	284	285	286	290	290	4
Special projects & grant reviews performed	40	45	45	47	47	2
Fiscal impact and cost benefits analyzed	160	162	162	162	164	2
Appropriation transfer reviews	28	22	30	25	28	(2)
State/Federal Legislative Bill reviewed and analyzed	80	75	80	82	82	2

Information Systems Support

Program Description

The Information Systems Support program (formerly Personal Computer Support) provides division wide support to all aspects of Information Systems Services including, but not limited to project management, office automation, and decision making. This section reviews all requests for computer hardware and software; requests for web support, training requirements for the division, and related infrastructure requirements. Program administers contract services for division wide requirements of staff augmentation.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staff Turnover (a)	4.2% - 1	4.2% - 1	4.2% - 1	4.2% - 1	0%
(a) Industry Average is 15% -20%					

Staffing (FTE)	0.67	0.30	0.30	0.30	0.00
* End User Tech. Fund (Memo)	14.33	13.72	14.37	15.10	1.38
Grand Total	15.00	14.02	14.67	15.40	1.38

*Refer to Non-Departmental section.

Personnel Costs	\$48,187	\$43,063	\$43,732	\$45,864	\$2,801
Operating Expenses	\$33,725	\$69,075	\$63,300	\$60,950	(\$8,125)
Interdept. Charges	\$19,116	\$28,431	\$27,012	\$10,605	(\$17,826)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$101,028	\$140,569	\$134,044	\$117,419	(\$23,150)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$40	\$0	\$0	\$0	\$0
Total Revenues:	\$40	\$0	\$0	\$0	\$0
Tax Levy	\$100,988	\$140,569	\$134,044	\$117,419	(\$23,150)



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff. Operating expenses decrease mostly due to lower membership dues of \$4,000, tuition & registration of \$2,000, computer equipment of \$1,000, and computer software of \$1,000. Interdepartmental expenses decrease mostly due to a decrease in End User Technology Fund of \$17,600 reflecting a change in allocations among other divisions within the Department of Administration.

Network Support

Program Description

The Network Support program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. Network Support includes installation and maintenance of the enterprise network which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Major System Availability (a)	99.4%	99.9%	99.9%	99.9%	0.00%
Ave. Response in Seconds (b)	3	3	3	3	0
Speed of Data Links in mbs (c)	100/1000	100/1000	100/1000	100/1000	0

(a) Major system availability is an average of the percentage of time that major systems are available (i.e., "up") during planned availability periods.

(b) Average response time in seconds is a measure of how much time it takes a PC user to hit the enter key and when they see the response on the screen. The response time reflects the efficiency and speed of the network.

(c) Speed of data links is the average speed that data is transmitted across our internal network links.

Staffing (FTE)	10.62	10.60	11.62	11.60	1.00
Personnel Costs	\$907,892	\$968,837	\$1,033,099	\$1,085,100	\$116,263
Operating Expenses	\$105,972	\$61,877	\$48,767	\$59,442	(\$2,435)
Interdept. Charges	\$50,895	\$50,600	\$50,564	\$88,228	\$37,628
Fixed Assets	\$0	\$15,000	\$15,000	\$15,000	\$0
Total Expenditures:	\$1,064,759	\$1,096,314	\$1,147,430	\$1,247,770	\$151,456
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$5,244	\$0	\$0	\$0	\$0
Interdepartmental	\$1,330	\$0	\$0	\$0	\$0
Other Revenue	\$45	\$0	\$0	\$0	\$0
Total Revenues:	\$6,619	\$0	\$0	\$0	\$0
Tax Levy	\$1,058,140	\$1,096,314	\$1,147,430	\$1,247,770	\$151,456

Program Highlights

Personnel costs increase mostly due to cost to continue existing staff, increased benefit costs, and \$60,000 is related to the transfer of a Senior Information Systems Specialist position from Applications Development. Operating expenses decrease mostly due to lower data processing equipment repair/maintenance of \$1,000, books & publications of \$685 and mileage reimbursement of \$500. Interdepartmental expenses increase mostly due to an increase in End User Technology Fund of \$40,800 reflecting a change in allocations among other divisions within the Department of Administration, partially offset by lower telephone charges of \$4,300.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Login Add/Change Forms Processed	1,267	1,400	1,400	1,100	(300)
IBM RS/6000 Servers	14	15	15	20	5
Major Novell and NT Servers	43	52	52	61	9
Remote Network Links	16	34	34	35	1

Applications Development

Program Description

The Applications Development program supports large computer data applications used by County staff. This support can include either developing "custom" software or implementing "package" software systems. The support also includes enhancing the systems and resolving problems with software use.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	12.31	12.30	11.30	11.30	(1.00)
Personnel Costs	\$1,059,292	\$1,162,624	\$1,095,895	\$1,152,876	(\$9,748)
Operating Expenses	\$63,982	\$59,792	\$51,992	\$54,092	(\$5,700)
Interdept. Charges	\$53,778	\$60,621	\$58,358	\$73,405	\$12,784
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,177,052	\$1,283,037	\$1,206,245	\$1,280,373	(\$2,664)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,177,052	\$1,283,037	\$1,206,245	\$1,280,373	(\$2,664)

**Program Highlights**

Personnel costs decrease mostly due to the transfer of a Senior Information Systems Specialist position to Network Support of \$60,000, partially offset by cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to lower contracted services of \$3,000 and tuition & registration of \$2,000. Interdepartmental expenses increase mostly due to an increase in End User Technology Fund of \$13,900 reflecting a change in allocations among other divisions within the Department of Administration.

Employment Services / Training

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities.



	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Personnel Costs	\$326,539	\$356,557	\$342,642	\$359,363	\$2,806
Operating Expenses	\$104,923	\$149,570	\$137,204	\$146,333	(\$3,237)
Interdept. Charges	\$38,412	\$50,920	\$50,789	\$59,996	\$9,076
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$469,874	\$557,047	\$530,635	\$565,692	\$8,645
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$153	\$50	\$50	\$50	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$27,828	\$26,500	\$23,000	\$27,500	\$1,000
Total Revenues:	\$27,981	\$26,550	\$23,050	\$27,550	\$1,000
Tax Levy	\$441,893	\$530,497	\$507,585	\$538,142	\$7,645



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by employee changes lowering health and dental insurance. Operating expenses decrease mostly due to decreased pre-employment costs by \$2,280 and compensation evaluation costs by \$1,360. Interdepartmental charges increase mostly due to increased charges from End User Technology Fund by \$8,540. Other revenue increases due to increased wellness revenue of \$1,000.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
#of Seasonal, Temporary Employees Hired	186	275	180	180	(95)
# of Regular Full-Time Employees Hired	89	125	75	75	(50)
Promotions/Demotions/Transfers	80	125	75	75	(50)
Peak # of Employees on Payroll	1815	1,825	1,850	1,850	25
# of County Employees Trained	1746	1,700	1,050	1,550	(150)
# of Training Programs Conducted	93	120	88	105	(15)

Employee Benefits / Labor Relations

Program Description

The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

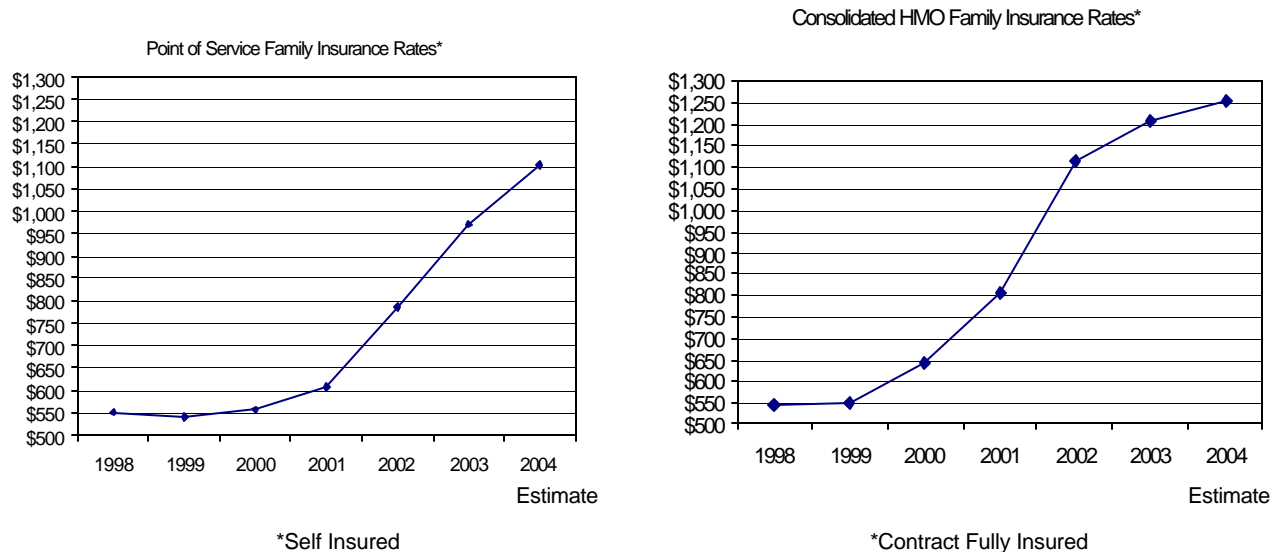
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	3.00	3.04	3.04	3.00	(0.04)
Personnel Costs	\$295,257	\$311,777	\$311,443	\$326,942	\$15,165
Operating Expenses	\$46,356	\$69,921	\$67,894	\$44,921	(\$25,000)
Interdept. Charges	\$6,850	\$5,028	\$5,028	\$11,436	\$6,408
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$348,463	\$386,726	\$384,365	\$383,299	(\$3,427)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$348,463	\$386,726	\$384,365	\$383,299	(\$3,427)



Program Highlights

Personnel Costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses decrease due to elimination of contracted services due to completion of intrant employee benefit website of \$25,000. Interdepartmental charges increase due to increased charges from End User Technology Fund of \$6,400.

Activity



Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County fixed assets (excluding buildings). In addition, it is responsible for the coordination, administration and updating of the County's Business Continuity Plan.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
On-Time Delivery	3.34	3.30	3.34	3.34	0.04
Quality Level	3.38	3.30	3.38	3.38	0.08
Customer Satisfaction	3.35	3.20	3.26	3.28	0.08

Ratings are based on a 4-point scale, with a 2.5 rating considered average (between fair and satisfactory). Goal of greater than or equal to 3.0 is higher than average.

Staffing (FTE)	4.02	4.08	4.08	4.07	(0.01)
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Personnel Costs	\$321,034	\$331,771	\$333,318	\$351,907	\$20,136
Operating Expenses	\$21,841	\$34,810	\$30,382	\$37,517	\$2,707
Interdept. Charges	\$17,862	\$28,303	\$21,991	\$30,827	\$2,524
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$360,737	\$394,884	\$385,691	\$420,251	\$25,367
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$249	\$0	\$150	\$100	\$100
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$61	\$150	\$1,901	\$500	\$350
Total Revenues:	\$310	\$150	\$2,051	\$600	\$450
Tax Levy	\$360,427	\$394,734	\$383,640	\$419,651	\$24,917



Program Highlights

Personnel Costs increase mostly due to cost to continue existing staff and increased benefit costs.

Operating expenses increase due to increased office supplies of \$1,100 and fax & copier maintenance not budgeted last year of \$1,250. Interdepartmental charges increased due to imaging charges of \$2,000 and increased charges from End User Technology Fund of \$7,050, partially offset by reduced postage, printing and copy charges due to posting bids on the internet of \$6,130 and reduced variable telephone usage of \$700.

Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Requisitions Processed	985	1,000	1,000	1,000	0
Purchase Orders Issued	1,138	1,076	1,086	1,097	21
RFP's Reviewed & Consulted	8	5	5	5	0
Bids/Proposals Issued	167	135	129	135	0

Risk Mgmt Fund**Administration****Fund Purpose/
Summary****Fund Purpose**

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting its human, financial, and property assets from the adverse impact of loss by identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Risk Mgmt Fund						
Personnel Costs	\$214,147	\$235,758	\$238,086	\$250,937	\$15,179	6.4%
Operating Expenses (a)	\$1,666,172	\$1,516,363	\$1,515,631	\$1,689,032	\$172,669	11.4%
Interdept. Charges	\$114,625	\$110,839	\$111,106	\$104,153	(\$6,686)	-6.0%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Debt-Principal (Memo)(b)	\$94,638	\$101,499	\$101,499	\$108,858	\$7,359	7.3%
Total Expenditures (a, b)	\$1,994,944	\$1,862,960	\$1,864,823	\$2,044,122	\$181,162	9.7%
Interdepartmental (c)	\$867,200	\$907,974	\$907,974	\$935,250	\$27,276	3.0%
Other Revenue (a, d, e)	\$1,198,550	\$954,986	\$881,986	\$1,108,872	\$153,886	16.1%
Total Revenues (a, c, d, e)	\$2,065,750	\$1,862,960	\$1,789,960	\$2,044,122	\$181,162	9.7%
Operating Inc./(Loss)(f)	\$70,806	\$0	(\$74,863)	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.12	0.00	0.11	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.32	3.20	3.31	3.20	0.00	

- (a) Additional expenditure authority of \$208,960 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management fund balance to achieve a 75% confidence level in liability reserves as of 12/31/01.
- (b) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.
- (c) Interdepartmental Revenues from charges to insured departments include tax levy funding.
- (d) Other Revenues includes Risk Management Fund balance appropriations as follows: 2003 Budget \$11,262 General Liability/Auto/Other, \$171,724 Worker's Compensation; 2004 Budget \$149,339 General Liability/Auto Liability/Other, \$185,933 Worker's Compensation.
- (e) In 2002 Worker's Compensation Recoveries (revenues) exceeded budget by \$152,459 as a result of one-time recoveries on two large 1998 worker's compensation claims.
- (f) The 2003 Estimate is expected to be below the 2003 Adopted budget primarily due to the low rates of return on the investment income earnings.

Departmental Objectives 2004

1. If a change in Worker's Compensation Third Party Claims Administer is made effective 01/01/04 as a result of 2003 RFP process, transition claims functions to new administrator and educate County staff regarding vendor personnel change and associated claims process changes. (1st Qtr 2004)
2. Continue to assist affected departments with their HIPAA administrative simplification rules compliance efforts: chair workgroup, analyze rules, evaluate exposures, and provide direction. Area of focus is to begin implementing actions that will enable the County to meet 2005 Security Rule regulations. (Strategic Plan Goal 1.3: 4th Qtr 2004).
3. Continue to identify and implement necessary security related enhancements within County facilities. Area of focus involves perimeter security and building access control. (Ongoing)
4. Roll out the training sessions for Part II Risk Management Supervisory Program as part of Human Resources' Management University program to provide supervisors with Risk Management tools and knowledge in order to minimize risk exposure in their departments. Three new modules are being developed in 2003: Worker's Compensation Claims Process (Advanced), Ergonomics Awareness, and Accident Investigation & Reporting. (Strategic Plan Goal 3.2: 4th Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Assisted affected departments with their HIPAA administrative simplification rules compliance efforts: chaired workgroup, analyzed rules, evaluated exposures, and provided direction. (Strategic Plan Goal 1.3) Area of focus was to meet Privacy Rule compliance dates. Efforts will continue throughout 2003 and 2004 as Security Rule is addressed.
 2. Continued to identify and implement necessary security related enhancements within County facilities. Area of focus involved building access control through planned implementation of key card system.
 3. Began to identify and implement process improvements for worker's compensation claims medical management to improve quality, customer service, efficiencies or cost effectiveness. Area of focus includes issuing RFP's for third party claims administrative services, bill review providers and nurse case management provider services as well as building alliances with medical providers.
 4. Participated in Background Checks For Volunteers Workgroup to assess exposure and establish guidelines so as to minimize County risk exposure. Guidelines to be finalized prior to years end.
 5. Participated in Fitness For Duty Workgroup to assess exposure within Sheriff's Department. Recommendations to be finalized prior to years end.
 6. Conducted numerous ergonomic workstation analyses for departments and provided ergonomics awareness training and back safety training to staff in response to claims exposure and department needs.
 7. Continued developing internal standard operating procedures for Risk Management's SOP Manual to document administrative policies and procedures for staff guidance, accountability and utilization for new staff training in the event of employee turnover. Additional procedures completed include Ceridian payroll system, disability pay eligibility listing, GAB reports, laptop & projector use, OSHA recordkeeping, Pro-card, Risk Management yearly tasks, worker's compensation file set-up, workers compensation point people. Will finalize SOP manual in 2004.
-

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (11) and cities (3).



Performance Measures

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Percentage of contracts reviewed within 1 week	Benchmark was not yet established	75%	79%YTD*	80%	5%

*Year to date as of 09/04/03.

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00

Personnel Costs	\$134,947	\$144,269	\$144,683	\$153,004	\$8,735
Operating Expenses (a)	\$1,104,907	\$1,013,338	\$1,012,924	\$1,166,092	\$152,754
Interdept. Charges	\$113,046	\$108,629	\$108,629	\$102,343	(\$6,286)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Debt-Principle (Memo) (b)	\$94,638	\$101,499	\$101,499	\$108,858	\$7,359
Total Expenditures (a, b)	\$1,352,900	\$1,266,236	\$1,266,236	\$1,421,439	\$155,203
Interdepartmental (c)	\$559,300	\$582,974	\$582,974	\$600,500	\$17,526
Other Revenue (a, d)	\$719,115	\$683,262	\$633,262	\$820,939	\$137,677
Total Revenues (a, c, d)	\$1,278,415	\$1,266,236	\$1,216,236	\$1,421,439	\$155,203
Operating Inc./(Loss)	(\$74,485)	\$0	(\$50,000)	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

- (a) Additional expenditure authority of \$133,734 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management fund balance to achieve a 75% confidence level for the actuarially determined designated reserve level as of 12/31/01.
- (b) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.
- (c) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (d) Appropriates \$149,339 in Risk Management fund balance for this program in the 2004 budget (\$11,262 for the 2003 adopted budget), an increase of \$138,077.



Program Highlights

The expenditures for this program increase 12% or \$155,203. Purchased insurance increases due to the continued hardened insurance market. Property insurance impacted the most with a 44% increase or \$91,025 in program costs for insurance and pre-payments/retained losses. Mental Health Center liability increases 34% or \$15,500. Estimated Future Claims increases 8% or \$32,000 to reflect estimate of actuarial forecasts. Department Insurance Charges (revenues) are held at a 3% increase or \$17,526 with the assistance of \$149,339 Risk Management Fund Balance (prior years retained earnings). Other revenues include investment income and insurance dividends from WMMIC of \$561,600, subrogation claims recoveries of \$40,000 and property insurance claims reimbursement of \$70,000.

Workers' Compensation

Program Description

Workers' Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.



Performance Measures	2002 <u>Actual</u>	2003 <u>Budget (1)</u>	2003 <u>Estimate (2)</u>	2004 <u>Budget (3)</u>
Total Cases Incident Rate	5.8	N/A	4.2	Less than 7.7
Days Away from Work Incident Rate	2.6	N/A	1.5	Less than 2.8

(1) N/A = 2004 is first year benchmark established.

(2) Claims data as of 9/4/2003 trended to year-end.

(3) Benchmark is Bureau of Labor Statistics (BLS), U.S. Department of Labor, most current (2001) incident rates for Wisconsin local government. Objective is to out perform other local governments in the state of Wisconsin as reflected in the 7.7 total case rate and 2.8 days away rate.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	1.42	1.30	1.41	1.30	0.00
Personnel Costs	\$79,200	\$91,489	\$93,403	\$97,933	\$6,444
Operating Expenses (a)	\$561,265	\$503,025	\$502,707	\$522,940	\$19,915
Interdept. Charges	\$1,579	\$2,210	\$2,477	\$1,810	(\$400)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (a):	\$642,044	\$596,724	\$598,587	\$622,683	\$25,959
Interdepartmental (b)	\$307,900	\$325,000	\$325,000	\$334,750	\$9,750
Other Revenue (a, c, d)	\$479,435	\$271,724	\$248,724	\$287,933	\$16,209
Total Revenues: (a, b, c, d)	\$787,335	\$596,724	\$573,724	\$622,683	\$25,959
Operating Inc./(Loss)	\$145,291	\$0	(\$24,863)	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Additional expenditure authority of \$75,225 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management Fund balance to achieve a 75% confidence level for the actuarially determined designated reserve level as of 12/31/01.

(b) Interdepartmental revenues from charges to insured departments include tax levy funding.

(c) Appropriates \$185,933 in Risk Management fund balance for this program in 2004 budget (\$171,724 in 2003 adopted budget), an increase of \$14,209.

(d) In 2002 recoveries (revenues) exceeded budget by \$152,459 as a result of one-time recoveries on two large 1998 worker's compensation claims.

Program Highlights



The expenditures for this program increase about 4% or \$25,959. Worker's Compensation excess insurance increases 19% or \$8,400 due to the continued hardened insurance market. Current year retained losses increases 7.5% or \$7,000 based on historical expenditures. Department Insurance Charges (revenues) are held at a 3% increase or \$9,750 with the assistance of \$185,933 Risk Management Fund Balance (prior years retained earnings). Other revenues include fund balance investment income of \$85,000 and subrogation claims recoveries of \$17,000.

**Activity -- General/Auto Liability & Other Insurance Program**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
#Property/Auto Physical Claims	79	71	70	71	73
Paid & Reserve Net of Subro	\$160,995	\$125,742	\$215,775	\$152,923	\$163,800
Average Cost Per Claim	\$2,038	\$1,771	\$3,083	\$2,154	\$2,244
Subrogation Collections	\$20,928	\$56,792	\$26,101	\$6,078	\$27,500
 #General/Auto Liability Claims	 79	 99	 79	 64	 80
Paid & Reserve	\$693,244	\$136,905	\$248,131	\$206,996	N/A
Average Cost Per Claim	\$8,775	\$1,383	\$3,141	\$3,234	N/A

Note: Accident year claims data valued as of 3/31/03.

NA=estimates not available due to need for actuarial analysis.

**Activity -- Workers' Compensation Program**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
# Worker's Compensation Claims	139	119	129	130	129
Paid & Reserve Net of Subro	\$745,407	\$288,200	\$395,553	\$298,506	N/A
Average Cost Per Claim	\$5,363	\$2,422	\$3,066	\$2,296	N/A

Note: Accident year claims data valued as of 3/31/03.

\$ Includes legal expenses and disability pay.

NA=estimates not available due to need for actuarial analysis.

**Activity -- Risk Management Fund Overall**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
Safety Inspections/Surveys	9	27	30	20	15
Safety Meetings	20	29	27	26	23
Training In-services	14	36	26	18	20
Beat Articles/Flyers	4	4	2	1	3
Contracts & Ins Certificates Reviewed	319	325	361	352	340
 <u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$345,220	\$362,557	\$391,557	\$445,363	\$595,710
Cost of Insurance Per \$1,000 of	\$2.31	\$2.27	\$2.27	\$2.47	\$3.18
County Expenditures*					
 Total R. M. Expenditures	 \$1,599,995	 \$1,623,879	 \$1,608,982	 \$1,993,024	 \$1,862,960
Cost of Risk Per \$1,000 of County	\$10.70	\$10.16	\$9.34	\$11.07	\$9.94
Expenditures*					

*excludes capital projects & debt service

Records Mgmt Fund**Administration****Fund Purpose/
Summary / Capital Projects****Fund Purpose**

The Records Management Division is an internal service fund expected to be self-sustaining. The programs within the fund have specific missions, which are outlined on the respective program pages.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Records Mgmt Fund						
Personnel Costs	\$493,689	\$528,848	\$512,748	\$500,869	(\$27,979)	-5.3%
Operating Expenses	\$1,023,502	\$1,028,932	\$1,025,622	\$1,058,404	\$29,472	2.9%
Interdept. Charges	\$51,192	\$68,590	\$66,603	\$81,822	\$13,232	19.3%
Fixed Assets (a)	\$32,035	\$9,500	\$8,789	\$0	(\$9,500)	-100.0%
Total Expenditures (a)	\$1,568,383	\$1,626,370	\$1,604,973	\$1,641,095	\$14,725	0.9%
Charges for Services	\$154,981	\$114,489	\$129,807	\$71,200	(\$43,289)	-37.8%
Interdepartmental (b)	\$1,497,691	\$1,511,881	\$1,540,006	\$1,569,895	\$58,014	3.8%
Other Revenue	\$3,926	\$0	\$30,000	\$0	\$0	N/A
Total Revenues	\$1,656,598	\$1,626,370	\$1,699,813	\$1,641,095	\$14,725	0.9%
Oper. Inc./(Loss) (a)	\$88,215	\$0	\$94,840	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	7.50	7.50	7.50	7.00	(0.50)
Extra Help	7.10	6.51	6.56	5.78	(0.73)
Overtime	0.03	0.05	0.05	0.10	0.05
Total	14.63	14.06	14.11	12.88	(1.18)

(a) Total expenditures and net operating income/(loss) exclude fixed assets to conform to financial accounting standards. One-time fixed asset purchases will be funded from cash generated by operating revenues.

(b) Revenues from interdepartmental charges to user departments include tax levy funding in user departments.

Current & Proposed Capital Projects

Project #	Project Name	Expected Completion Date	Total Project Cost	Estimated % Complete at Year End	Estimated Operating Impact	Annual=A One- Time=T
200027	Electronic Document Management System (a)	2006	\$1,425,000	45% (b)	\$71,569	A

(a) Coordinated project with Department of Administration – Information Systems Division

(b) Estimate based on dollars expended

Departmental Objectives

1. Continue into the fourth year of the six-year Electronic Document Management System Capital Project, through planning, research, development and implementation of cost-effective and efficient imaging and records management strategies throughout the County (4th quarter, 2006).
2. Expand the Web-based imaging environment to DOA – Purchasing, Register of Deeds and the District Attorney's Departments (Strategic Plan Goal 4.3) (4th quarter, 2004).
3. A printer's focus group and an internal survey will be conducted of the County's user departments to determine how better to serve their needs while trying to reduce costs. The results will be incorporated in a RFP with the County's public-private printing partnership (3rd quarter, 2004).
4. Pilot a touch screen imaging retrieval application in the Register of Deeds – Vital Records Division to make scanned records more easily accessible to the general public (1st quarter, 2004).
5. Research alternative methods of utilizing print technologies to reduce costs related to County letterhead (1st quarter, 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

NOTE: Our Records Management Program has received accolades from counties throughout the state, the State Records Board and Historical Society, and from McHenry County, Illinois. Waukesha County has provided guidance to these entities and assisted them in developing more formal records programs. We've been consistently identified by other entities in their best practice research as having the records management program to emulate. Our program is the benchmark for an effective and efficient program. The McHenry County Administrator told their County Board that they want to model their Records Program after Waukesha County's.

1. Completed the third year of the six-year Electronic Document Management System Capital Project.
 2. Designed, installed, and implemented imaging applications for Corp. Counsel – Child Support Div. (case files), Probate case files, Clerk of Courts index cards, Sheriff's Accident Reports, Parks and Land Use – Environmental Division's food licensing, Parks and Land Use – Land Information System's plat and subdivision files.
 3. In partnership with Information Systems and applicable departments expanded information access for County employees and the general public by transferring the County's electronic document imaging applications from a client-server, to a Web-based environment. A template for a Web-based application was developed in the Parks and Land Use department for the Environmental food licensing records.
 4. Prepared a Request for Bids and entered into a new 3 1/2 year contract for the County's public-private partnership in the Mail Services operation. The Request of Proposal for the Print Services Operation relating to the Print Coordinator will be done later in 2003 (3rd Quarter).
 5. Moved the Records Management software (Versatile) to a Web-based environment, and will open access to the system to user departments in partnership with Information Systems
 6. Conducted workshops related to our Mail and Records Management operations. The mail workshop was organized for all County Departments. The Records Management Workshop was opened to all municipalities within Waukesha County, and some in other Wisconsin counties. Over 100 individuals, representing more than 40 different municipalities, attended the latter.
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Microfilm/Imaging

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of all County records. Activities include: receipt, file preparation, microfilming/scanning, chemical processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks, and timely and effective service to the general public and County agencies.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
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ROD Document Turnaround:

Less than 48 Hours 85% 92% 95% 96% 4%

NOTE: Records Management will continue to improve its microfilming/imaging turnaround times to existing and new departmental users as definitive workflow processes are established.

Staffing (FTE)	13.58	13.01	13.06	12.08	(0.93)
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Personnel Costs	\$448,640	\$473,692	\$461,461	\$457,032	(\$16,660)
Operating Expenses	\$189,049	\$226,187	\$233,552	\$247,872	\$21,685
Interdept. Charges	\$19,061	\$34,227	\$33,943	\$47,301	\$13,074
Fixed Assets	\$32,035	\$0	\$0	\$0	\$0
Total Expenditures	\$656,750	\$734,106	\$728,956	\$752,205	\$18,099
Charges for Services	\$149,451	\$109,103	\$123,884	\$65,000	(\$44,103)
Interdepartmental	\$558,505	\$625,003	\$647,036	\$687,205	\$62,202
Other Revenue	\$1,944	\$0	\$30,000	\$0	\$0
Total Revenues	\$709,900	\$734,106	\$800,920	\$752,205	\$18,099
Operating Inc./(Loss)	\$53,150	\$0	\$71,964	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel costs decrease of \$16,660 is attributed to cost to continue increases, more than offset by the abolishment of 0.25 FTE Records Analyst and a decrease in temporary clerical help by \$16,603. Operating costs show an increase of \$21,685 mainly due to external hardware/software maintenance of \$9,610 and depreciation expense increase of \$10,610 due to increased cost of maintenance contracts and investments in new equipment. Interdepartmental charges are budgeted at \$47,301, an increase of \$13,074. This increase is all attributed to the End User Technology (EUTF) charge increases of \$13,408.

The charges for services revenues are decreased in direct relationship to the anticipated decline in the real estate market due to anticipated higher interest rates and the corresponding sale of land records on CD's to 3rd party interests. Interdepartmental revenues are up due to planned back file imaging projects in Probate, Corp. Counsel (Child Support) and HHS. These charges reflect a 2.2% price increase, and an anticipated 3% volume increase. Other revenues reflect an estimate of \$30,000 for 2003 resulting from a one-time project requested by a 3rd party customer.



Activity – Microfilm/Imaging

<u>Output Indicators</u>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Microfilm Reels Created	379	600	578	450	(150)
Images Converted (Microfilmed & Digitized)	2,596,693	2,100,000	3,076,267	2,400,000*	300,000
CD's Produced	1,250	1,050	1,172	1,050**	0

* Budgeted figure in line with projected decline in the real estate market.

** CD production directly linked to the projected volume decrease of real estate recordings.

Records Management

Program Description

Records Management is responsible for conducting records inventories and follow-up review, analyzing the resulting findings, creating and obtaining approval of records retention schedules, auditing records retention schedules, maintaining records in the County Records Center, records retrieval, records destruction, and maintaining the County's Vital Records in conjunction with the County's approved record retention schedules.



Performance Measure

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Storage Boxes Destroyed	1,494	800	2,153	1,400	600

NOTE: The timely destruction of records protects the interests of the County, and ensures adherence to the County's approved Records Retention Schedules.

Staffing (FTE)	0.70	0.70	0.70	0.45	(0.25)
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Personnel Costs	\$25,338	\$34,154	\$30,228	\$21,602	(\$12,552)
Operating Expenses	\$41,565	\$35,797	\$28,635	\$26,185	(\$9,612)
Interdept. Charges	\$6,944	\$8,575	\$8,289	\$8,270	(\$305)
Fixed Assets	\$0	\$9,500	\$8,789	\$0	(\$9,500)
Total Expenditures:	\$73,847	\$78,526	\$67,152	\$56,057	(\$22,469)
Interdepartmental	\$47,628	\$55,884	\$61,514	\$33,415	(\$22,469)
Other Revenue	\$1,544	\$0	\$0	\$0	\$0
Total Revenues:	\$49,172	\$55,884	\$61,514	\$33,415	(\$22,469)
Operating Inc./(Loss)	(\$24,675)	(\$22,642)	(\$5,638)	(\$22,642)	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel cost decrease of \$12,552 attributed to cost to continue staff increases offset by the abolishment of 0.25 FTE Records Analyst. Operating expenses decrease \$9,612 resulting from reduction in depreciation expense.

Interdepartmental revenue subsidies are based on the number of microfilm and/or imaging projects. The percent of subsidy was decreased by 33% for 2004, as this organization is becoming more self-sustaining.



Activity – Records Management

Output Indicators	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Boxes/Journals Offsite (1)	9,593	12,400	12,854	13,254	854
Microfilm Reels Offsite (1)	14,015	15,267	14,593	15,057	(210)
Optical Disks Offsite (2)	63	76	83	95	19
Audits Completed (3)	6	8	8	22	14

- (1) Boxes/Journals and Microfilm Reel volumes will decrease with time as a result of the annual record purges based on the approved County's Record Retention Schedules.
- (2) Media conversion of Optical Disks to larger capacity will reduce the number of disks, but increase the storage capabilities.
- (3) Number of audits is increasing because in numerous situations, audits are now being completed by division rather than just by department as in the past.

Print Services

Program Description

Printing provides quality-printing services to all agencies of the County, including consultation, design, desktop publishing, printing, copying, bindery, and timely delivery of the final product through public-private partnering.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Print Job Turnaround Time:					
Less than 72 Hours (Internal)	94%	96%	95%	96%	0%

NOTE: Turnaround time is measured from the time a job is received until the time it is completed and delivered to the user department.

Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
Personnel Costs	\$11,942	\$12,723	\$12,765	\$13,486	\$763
Operating Expenses	\$360,565	\$339,410	\$337,117	\$345,770	\$6,360
Interdept. Charges	\$16,527	\$18,378	\$17,405	\$18,550	\$172
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$389,034	\$370,511	\$367,287	\$377,806	\$7,295
Charges for Services	\$5,530	\$5,386	\$5,923	\$6,200	\$814
Interdepartmental	\$411,753	\$387,767	\$380,619	\$394,248	\$6,481
Other Revenue	\$446	\$0	\$0	\$0	\$0
Total Revenues:	\$417,729	\$393,153	\$386,542	\$400,448	\$7,295
Operating Inc./(Loss)	\$28,695	\$22,642	\$19,255	\$22,642	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

Program Highlights

The operating expenses increase of \$6,360 is mainly due to equipment maintenance costs of an additional copier and copy overages of \$8,189 and consulting services incentives of \$6,587 offset by a decrease in contracted services for print jobs by \$7,342.

The interdepartmental revenues increase is related to an increase in copy revenues by \$48,372 offset by a decrease in print revenues by \$42,051. This is a result of more print requisitions being run by the County's Print Coordinator as copy jobs, and passing the savings on to the user departments, which is a "win-win" situation for all. **It should be noted, that the internal service fees have not increased since acquiring this organizational responsibility in 1996.**

Activity – Print Services

Output Indicators	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Print Requests (1)	2,500	2,772	2,544	2,450	(322) (1)
Full-Service Copies (2)	1,769,616	1,959,443	2,000,524	2,100,000	140,557 (2)
Self-Service Copies (1)	77,446	60,000	45,495	40,000	(20,000) (1)

- (1) As new copiers with improved printing, sorting, and duplex capabilities are replaced based on the County's Copier Replacement Plan, departments are producing copies internally rather than through the print services operation.
- (2) This increase is related to new, more sophisticated, in-house digital copying capabilities, and the ever-increasing volume produced by the in-house Print Services Operation.

Mail Services

Program Description

Mail Services provides prompt sorting and delivery of all incoming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering.



Performance Measure

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Customer Satisfaction Rating	NA	3.5	3.6	NA	NA

NOTE: The customer satisfaction rating is based on 4-point scale, with a 2.5 rating considered average. Customer service surveys will be conducted biannually in conjunction with focus group sessions in alternating years.

Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
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Personnel Costs	\$7,769	\$8,279	\$8,294	\$8,749	\$470
Operating Expenses	\$432,323	\$427,538	\$426,318	\$438,577	\$11,039
Interdept. Charges	\$8,660	\$7,410	\$6,966	\$7,701	\$291
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$448,752	\$443,227	\$441,578	\$455,027	\$11,800
Interdepartmental	\$479,805	\$443,227	\$450,837	\$455,027	\$11,800
Other Revenue	(\$8)	\$0	\$0	\$0	\$0
Total Revenues:	\$479,797	\$443,227	\$450,837	\$455,027	\$11,800
Operating Inc./(Loss)	\$31,045	\$0	\$9,259	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Operating expenses increase of \$11,039 is mainly due to an increase in postage costs by \$13,203 offset by a decrease in contracted services by \$2,010. Interdepartmental revenues increase of \$11,800 is in direct relationship to the anticipated increase in postage expenses. **It should be noted, that internal service fees have not increased since acquiring this organizational responsibility in 1996.**



Activity – Mail Services

<u>Output Indicators</u>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Incoming Mail (Bins)	2,247	2,439	2,400	2,450	11
Outgoing Mail (Pieces)	828,099	905,366	826,002	825,000	(80,366)*
Outgoing UPS (Pieces)	583	500	634	580	80

* Historically, the annual outgoing mail volume has been decreasing

Communications**Administration****Fund Purpose/
Summary****Fund Purpose**

The Communications Division operates as an Internal Service fund by providing countywide telecommunication systems and services.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Communications Fund						
Personnel Costs	\$147,489	\$167,404	\$164,019	\$175,481	\$8,077	4.8%
Operating Expenses	\$508,358	\$695,823	\$759,237	\$523,256	(\$172,567)	-24.8%
Interdept. Charges	\$11,586	\$17,485	\$16,385	\$19,515	\$2,030	11.6%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)	-18.4%
Interdepartmental	\$710,714	\$798,648	\$786,072	\$794,701	(\$3,947)	-0.5%
Other Revenue (a)	\$1,944	\$82,064	\$4,340	\$28,340	(\$53,724)	-65.5%
Total Revenues (a)	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)	-6.5%
Operating Inc/(Loss) (b)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.01	0.07	0.07	0.07	0.00	
Total	2.36	2.42	2.42	2.42	0.00	

- (a) Communications includes a fund balance appropriation in 2003 of \$39,900 to hold down the chargebacks to departments, \$15,000 for upgraded voice mail and \$24,000 for contract services. Included in 2004 is a fund balance appropriation of \$24,000 for contract services to determine the appropriate system in 2005.
- (b) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.

Departmental Objectives

1. Evaluate and implement communication needs for the new County Wide Dispatch Center (4th Qtr 2004).
2. Continue to evaluate new communication technologies including Voice over IP, which includes a Centrex flavoring. Along with evaluating new technologies, continue with training in voice/data convergence (2nd Qtr 2004).
3. As the County continues to add T1's for network connectivity and the fiber project continues, investigate consolidation of the county LAN (2nd Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Implemented the new Call Accounting system. This results in the ability to run reports that validate the SBC invoicing and to recoup revenue that was previously missed with the old system.
 2. Investigated Voice Over IP by attending numerous seminars and discussing with other users. Determined that although it is being pushed hard by the vendors, it is not yet at the level required by the County. Evaluation of the technology will continue.
 3. Successfully renegotiated the Centrex contract for another two years.
 4. Worked cooperatively with Information Systems to enhance the web based employee directory with features that include a search option and automatic reply for changes to the directory.
 5. Transitioned department call reports to the internet. This permits users to determine which information to view and when to view. This also eliminated cost of printing paper reports.
-

Communications

Program Description

The Communications program provides countywide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
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Monthly Charge:

Centrex telephone lines \$18.50 \$20.00 \$20.00 \$20.00 \$0.00

Cellular phones* \$13.00 \$19.00 \$19.00 \$19.00 \$0.00

*Rate for cellular phones increased in 2003 due to \$2.00 increase in line cost, \$2.00 increase due to change from analog to digital service and \$2.00 increase in overhead.

Staffing (FTE)	2.36	2.42	2.42	2.42	0.00
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Personnel Costs	\$147,489	\$167,404	\$164,019	\$175,481	\$8,077
Operating Expenses	\$508,358	\$695,823	\$759,237	\$523,256	(\$172,567)
Interdept. Charges	\$11,586	\$17,485	\$16,385	\$19,515	\$2,030
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)
Interdepartmental	\$710,714	\$798,648	\$786,072	\$794,701	(\$3,947)
Other Revenue (a)	\$1,944	\$82,064	\$4,340	\$28,340	(\$53,724)
Total Revenues (a)	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)
Operating Inc/(Loss) (b)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Communications includes a fund balance appropriation in 2003 of \$39,900 to hold down the chargebacks to departments, \$15,000 for upgraded voice mail and \$24,000 for contract services. Included in 2004 is a fund balance appropriation of \$24,000 for contract services to determine the appropriate system in 2005.

(b) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.



Program Highlights

Personnel costs increase primarily due to cost to continue for existing staff and the increase in health insurance costs by \$2,700. Operating expenses decrease due to the Centrex contract prepayment in 2003 for 2 years by \$109,900, lower rates from the new contract by \$42,700, decreased lines by \$5,700, elimination of voice mail upgrade expenses by \$15,000 and decreased depreciation expense by \$9,200, partially offset by increased cellular phone expense by \$14,600. Interdepartmental charges increase mostly due to an increase in administrative overhead charges by \$2,000.

Interdepartmental revenues decrease mostly due to a decrease in number of lines by \$13,600, decreased usage by \$7,400 and decreased rates of miscellaneous lines by \$4,800, partially offset by increased cell phones by \$21,900. Other revenue decreases mostly due to decreased use of fund balance.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of Regular Telephone Lines	1,715	1,785	1,727	1,742	(43)
# of Business Set Lines	147	147	152	152	5
# of Cellular Phones	255	234	267	272	38

Radio Services Fund

Administration

Fund Purpose/ Summary

Fund Purpose

An Enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies.

The Radio Services Fund includes three major program areas, Radio Services provides conventional radio services; Trunked Radio operations; and a county agencies radio replacement program; with specific program description and activities as outlined on the following program pages.

Financial Summary

	2002 Actual (d)	2003 Adopted Budget	2003 Estimate(e)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Radio Services Fund						
Personnel Costs	\$331,533	\$352,393	\$351,762	\$378,218	\$25,825	7.3%
Operating Expenses	\$339,881	\$352,336	\$361,247	\$381,026	\$28,690	8.1%
Interdept. Charges	\$74,871	\$91,014	\$88,583	\$95,115	\$4,101	4.5%
Interdept. Charges - Int Exp	\$0	\$35,683	\$37,453	\$124,650	\$88,967	249.3%
Debt-Gen.Fd Loan Repay (Memo) (a)	\$954,269	\$776,831	\$776,831	\$587,083	(\$189,748)	N/A
Fixed Assets (Memo) (b)	\$787,742	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a) (b) (e)	\$746,285	\$831,426	\$839,045	\$979,009	\$147,583	17.8%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$561,029	\$453,128	\$419,619	\$423,289	(\$29,839)	-6.6%
Interdepartmental	\$332,902	\$334,609	\$350,017	\$399,622	\$65,013	19.4%
Other Revenue (f)	\$248,034	\$190,000	\$314,650	\$334,650	\$144,650	76.1%
Total Revenues	\$1,141,965	\$977,737	\$1,084,286	\$1,157,561	\$179,824	18.4%
Operating Inc./(Loss) (a) (b) (c)	\$395,680	\$146,311	\$245,241	\$178,552	\$32,241	22.0%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	5.20	5.10	5.10	5.10	0.00	
Extra Help	0.08	0.17	0.09	0.09	(0.08)	
Overtime	0.03	0.06	0.03	0.04	(0.02)	
Total	5.31	5.33	5.22	5.23	(0.10)	

- Debt repayment of general fund loans for the radio tower, building, Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by operating revenues or repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account.
- Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues.
- Operating income is attributable to revenues providing funding for County radio replacement program (2002: \$106,410; 2003: \$129,677; 2004: 148,993). Also included in Operating income is interest income from municipal repayment of loans (2002: \$37,453; 2003 \$124,650). These amounts are repaid to the general fund in the year following receipt. The amount received in 2003 will be budgeted in 2004 when it is repaid to the General Fund.
- For comparison purposes, the 2002 actuals shown here differ from the 2002 Comprehensive Annual Financial Report (CAFR) due to capital project #9611 County Wide Trunk Radio Upgrade revenues and expenditures included in the CAFR not reflected in the operating results shown here.
- The 2003 expenditure estimate exceeds the adopted budget as the department was authorized to carryover expenditure authority of \$9,395 from 2002 into 2003.
- Other Revenue reflects Radio Service Fund Balance appropriated in 2004 to repay the General fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received \$124,650 from Municipalities as loan interest income earned in 2003 and is paying this amount in 2004 back to the General Fund.

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '03	Estimated Net Oper. Impact (b)	Est. Depreciation Expense
9611	County-wide Trunk Radio Upgrade (a)	2003	\$9,459,900	100%	\$130,000	\$210,000 (c)
200201	Mobile Data Infrastructure Upgrade (d)	2006	\$650,000	0%	\$TBD	\$66,000 (d)

(a) Total Project Cost may increase if additional municipalities decide to participate in this project beyond the initial charter members.

(b) Reference Capital Projects section for additional operating impact and project information.

(c) Annual operating impact for County portion of trunked radio infrastructure costs at approximately \$1.9 million over a nine-year period will result in an estimated \$210,000 expense annually. A provision will be funded by appropriating an offsetting amount of Radio Services Fund balance.

(d) Project costs subject to change upon consultant estimates. Depreciation expense is based on \$660,000 project cost with a 10-year useful life.

Departmental Objectives

1. Install radio consoles and related communication equipment at the new Communication Central dispatch operations, and interface to the trunked radio system. Assist with console-related user training materials and classes as needed for dispatchers and Radio technicians. Assist with successful cutover to new center. (1st qtr, 2004) (Strategic Plan Goal 1.4 Task 5)
2. Implement prioritized in-building trunked radio amplifier systems in strategic heavy buildings (high and middle schools, hospitals and nursing homes) based on radio services range and coverage tests. Continue to pursue federal grant funding as available. (By 4th qtr, 2004) (Strategic Plan Goal 1.4 Task 1)
3. Ensure that Radio Technicians receive both manufacturer and in-house training on trunked system service, including emergency response measures. (2nd qtr, 2004) (Strategic Plan goal 5.2)
4. Engage a consultant and meet with Mobile Data users to determine specific needs, design plan (including budget and concept) report for Mobile Data Infrastructure Upgrade Capital Project (implementation 2005-2006). Based on budgetary considerations and user needs, produce an RFP for release in late (4th qtr) 2004 or early 2005.
5. Explore the transition of Radio Services operations management to Public Works – Communication Center.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Completed implementation and testing of seventh tower site for improved radio signal coverage in the City of Brookfield, and effectively resolving coverage issues in Elm Grove and Brookfield. (Strategic Plan Goal 1.4 Task 1)
2. In conjunction with municipal law enforcement agencies, complete strategic trunked radio in-building coverage testing of high schools, middle schools, hospital emergency rooms and nursing homes. Secured grant funding and began implementation of in-building amplifier systems for high-priority identified buildings. (Strategic Plan Goal 1.4 Task 1).
3. Participating in workgroups and committees, working with Communications operations manager, consultant and staff in the planning and implementing the new central dispatch center. This includes planning for the 2003 implementation of the new Countywide Fire Paging Simulcast System. (Strategic Plan Goal 5.2 Task 1)
4. Worked to identify mobile data system upgrade for software, interfaces and hardware infrastructure necessary based on decisions being made for the new central dispatch center, CAD and RMS.
5. Installed hardware/software to track trunked radio usage to the individual radio level. Produced by-customer monthly historical radio usage reports. Producing ongoing monthly by-radio usage reports commencing January 2003. Trunked Radio Users operating cost shares calculated based on actual usage time on system.
6. Developed in-house training for maintenance and optimization of trunked radio system. (Strategic Plan Goal 3.3 Task 2).
7. Improve upon service turnaround time by increasing from 92% to over 93% the amount of radio repairs that are performed within 72 hours (three business days) from when the work order is received. (Strategic Plan Goal 1.5 Task 3)

Radio Services Operation

Program Description

Provides radio design and engineering consultation, purchasing, installation, operation and servicing of traditional radios and base stations including new Communication Center (Dispatch Operations), that are cost effective and efficient to any type of governmental organization located geographically within Waukesha County. Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and microwave systems), dispatch consoles, etc. This program area services continuing transmitters, microwave, mobile data terminals within the county and municipalities in surrounding counties at fee charges. In addition, this program area works with the private sector and Corporation Counsel to negotiate tower site leases with cellular phone service providers.



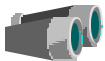
Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of time Radio Repair turnaround cycle < 72 hours(3 business days)	93%	93%	93%	94%	1%
Radio Technicians productive (billable) hours as a percentage of available hours	87%	86%	87%	87%	1%

Staffing (FTE)	2.71	2.55	2.56	3.04	0.49
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Personnel Costs	\$162,463	\$169,476	\$171,952	\$222,289	\$52,813
Operating Expenses	\$64,484	\$74,436	\$83,117	\$89,869	\$15,433
Interdept. Charges	\$27,049	\$34,703	\$33,462	\$33,703	(\$1,000)
Debt-Gen.Fd Loan Repay (Memo)(a)	\$80,000	\$85,000	\$85,000	\$81,350	(\$3,650)
Total Expenditures (a)	\$253,996	\$278,615	\$288,531	\$345,861	\$67,246
Charges for Services	\$277,290	\$190,730	\$216,014	\$215,770	\$25,040
Interdepartmental	\$133,656	\$93,890	\$132,402	\$159,650	\$65,760
Other Revenue	\$496	\$0	\$0	\$0	\$0
Total Revenues	\$411,442	\$284,620	\$348,416	\$375,420	\$90,800
Operating Inc./(Loss) (a)	\$157,446	\$6,005	\$59,885	\$29,559	\$23,554
Tax Levy	\$0	\$0	\$0	\$0	\$0

- a) Debt repayment of a general fund loan for the radio tower and building. Repayment is funded with cash balance generated by operating revenues. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account. The 2004 repayment will be the final payment to the general fund.



Program Highlights

Personnel cost increases due to shifting 0.27FTE (cost of \$22,000) of a Radio Communication Administrator position and 0.20 FTE (cost of \$14,600) of a Radio Services Specialist position from the Trunk Radio Operations program, as the positions will be providing more support to non-trunk radio infrastructure activities, including work associated with the establishing of the new County Communication Center. Operating costs are increased mainly due to higher material, supplies and parts costs.

Revenue increase is based on a greater than anticipated volume of service after the changeover to the Trunk Radio system and work related to the new Communication Center project including the installation of dispatch console workstations.

Trunked Radio Operations

Program Description

Provides centralized system administration, maintenance, and support for the operations and equipment installation and programming of the infrastructure and over 3,000 mobile and portable radios utilizing countywide 800 MHz trunked radio system.



Performance Measures

Charter members' existing radios on trunked radio system-cumulative

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
100%	100%	100%	100%	0%

Staffing (FTE)	2.60	2.78	2.67	2.19	(0.59)
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Personnel Costs	\$169,070	\$182,917	\$179,810	\$155,929	(\$26,988)
Operating Expenses	\$47,240	\$87,900	\$70,621	\$81,157	(\$6,743)
Interdept. Charges	\$47,822	\$56,311	\$55,121	\$61,412	\$5,101
Interdept. Charges - Int Exp	\$0	\$35,683	\$37,453	\$124,650	\$88,967
Debt-Gen.Fd Loan Repay (Memo)(a)	\$874,269	\$691,831	\$691,831	\$505,733	(\$186,098)
Total Expenditures: (a)	\$264,132	\$362,811	\$343,005	\$423,148	\$60,337
Charges for Services	\$283,739	\$262,398	\$203,605	\$207,519	(\$54,879)
Interdepartmental	\$74,798	\$111,043	\$87,938	\$90,979	(\$20,064)
Other Revenue(b)	\$37,453	\$0	\$124,650	\$124,650	\$124,650
Total Revenues:	\$395,990	\$373,441	\$416,193	\$423,148	\$49,707
Operating Inc./(Loss) (a)	\$131,858	\$10,630	\$73,188	\$0	(\$10,630)
Tax Levy (a)	\$0	\$0	\$0	\$0	\$0

a) Debt repayment of a general fund loan for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account.

b) Other Revenue reflects Radio Service Fund Balance appropriated in 2004 to repay the General fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received \$124,650 from Municipalities as loan interest income earned in 2003 and is paying this amount in 2004 back to the General Fund.



Program Highlights

Personnel costs decrease due to shifting 0.27FTE (cost of \$22,000) of a Radio Communication Administrator position and 0.20 FTE (cost of \$14,600) of a Radio Services Specialist position to the Radio Services Operation program, as the positions will be providing more support to non-trunk radio infrastructure activities. Operating expenses decrease based on a reduced need for small equipment items purchased for the Trunk Radio system, which is now fully functional. Interdepartmental charges increase based on greater total cost of ownership charges for computer operation, county indirect charges and interest expense.

Revenues are based on a lesser quantity of customers requesting service contracts and maintenance service on new trunked radio equipment. There is an increase overall by \$49,700. This increase is the result of budgeting radio services fund balance for interest income received from municipalities in 2003 for radio equipment purchases that is to be paid back to the general fund in 2004.



Activity	2004 Budget		2004 Budget
# of Antenna Sites	7	# of Control Base Stations	93
# of Channels	13	# of Transmitters	93

Trunked Radio—County Radio Replacement

Program Description

A trunked radio replacement-funding program is established to provide centralized ownership, management and funding of County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Infrastructure replacement is not included. This does not include municipal agencies radio equipment. It will permit County departments to better manage the variation in radio replacement funding needs through annual charges by basing replacement decisions on service and economic issues. This will reduce maintenance costs through timely radio replacements before usage or age causes excessive maintenance problems and expenses.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$228,123	\$190,000	\$207,509	\$210,000	\$20,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures: (a)	\$228,123	\$190,000	\$207,509	\$210,000	\$20,000
Interdepartmental (b)	\$124,448	\$129,676	\$129,677	\$148,993	\$19,317
Other Revenue (c)	\$210,085	\$190,000	\$190,000	\$210,000	\$20,000
Total Revenues: (b)(c)	\$334,533	\$319,676	\$319,677	\$358,993	\$39,317
Operating Income/(Loss)	\$106,410	\$129,676	\$112,168	\$148,993	\$19,317
Tax Levy	\$0	\$0	\$0	\$0	\$0

- (a) Expenditures to be incurred result from the depreciation expense of the county share (\$1.9 million) of the trunk radio infrastructure costs to be totally offset by the appropriation of Radio Services fund balance. Original radio purchases are made from the capital project and expensed in the year of purchase based on a \$5,000 minimum capitalization level.
- (b) Amounts charged back as lease charges to departments provides a sinking fund to build up fund balance reserves planned for over a nine-year replacement period. This allows for funds to be available for necessary and timely replacements. Funding from departments include various revenue sources including tax levy.
- (c) Other revenue includes Radio Service fund balance appropriation of \$188,000 for 2002, \$190,000 for 2003, and \$210,000 for 2004 designated to offset depreciation expense related to the county's portion of the trunked radio infrastructure. Therefore, no sinking fund is building up for future infrastructure replacement cost. This would need to be funded from a future capital project.



Program Highlights

Operating Expenses increase \$20,000 reflecting the first full year impact estimated for county share of Trunk Radio Infrastructure depreciation expense based on the costs for a 7th tower site constructed and brought into operations in 2002. Interdepartmental revenue increase is based on higher county department inventories of radios and a recalculation of installment funding to allow these radios to be replaced simultaneously.



Activity

Trunked Radio System

Radio Replacement Charge

Department	2002 # of Radios	2003 # of Radios	2003 Budget	2004 Budget	\$ Change
Public Works	167	173	\$27,679	\$30,333	\$2,654
Park & Land Use	98	112	\$22,359	\$29,200	\$6,841
Sheriff	228	235	\$73,465	\$81,260	\$7,795
Public Works - Central Fleet	7	7	\$1,251	\$1,303	\$52
Medical Examiner	5	5	\$1,192	\$1,242	\$50
Emergency Management	3	3	\$859	\$895	\$36
DOA - Radio Services	4	7	\$2,871	\$2,992	\$121
Health & Human Services	0	5	\$0	\$1,768	\$1,768
Total	512	547	\$129,676	\$148,993	\$19,317

Collections**Administration****Fund Purpose/
Summary****Fund Purpose**

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Collections Fund						
Personnel Costs	\$265,065	\$323,869	\$322,243	\$409,486	\$85,617	26.4%
Operating Expenses	\$77,730	\$124,926	\$116,439	\$94,246	(\$30,680)	-24.6%
Interdept. Charges	\$78,103	\$80,668	\$85,588	\$95,606	\$14,938	18.5%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875	13.2%
Charges for Services	\$57,637	\$40,250	\$40,250	\$45,500	\$5,250	13.0%
Interdepartmental	\$504,759	\$354,746	\$406,000	\$372,378	\$17,632	5.0%
Other Revenue (b)	\$194,671	\$134,467	\$159,733	\$181,460	\$46,993	34.9%
Total Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875	13.2%
Operating Inc./(Loss)	\$336,169	\$0	\$81,713	\$0	\$0	N/A
Tax Levy (a) (Memo)	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)	7.1%

Position Summary (FTE)

Regular Positions	5.00	4.75	4.75	5.75	1.00
Extra Help	0.19	0.20	0.20	0.74	0.54
Overtime	0.02	0.04	0.04	0.04	0.00
Total	5.21	4.99	4.99	6.53	1.54

- (a) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and noncharged indirect costs provided in prior years, which reduces the overall general County tax levy.
 (b) Other revenue includes a fund balance appropriation of \$12,000 for the Universe system maintenance.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '03	Estimated Operating Impact	A = Annual T = One- Time
200327	Upgrade CUBS System (a)	2004	\$275,000	N/A	\$22,500	A

- (a) Coordinated project with Department of Administration – Information Systems.

Departmental Objectives

1. Implement a 3.7% decrease in user charges from 27% of amounts collected to 26%. This is the sixth decrease from the initial 40% rate and a cumulative decrease of 35% (1st Qtr 2004).
2. Implement a volume discount sliding fee incentive for internal users. Internal users who exceed their annual collection projection will have their rate reduced to 15% of the amount collected (from the standard 26%) for all collections in excess of their annual collection projection (3rd Qtr 2004).
3. Evaluate feasibility of outsourcing printing and mailing of collection letters with an off-site processor (3rd Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Implemented a 10% decrease in user charges from 30% of amounts collected to 27%. This is the fifth decrease from the initial 40% rate.
2. Researched and identified lower cost skip tracing alternatives. Contracting with this provider, which now serves as the division's primary source results in projected savings of 25% or \$5,000 in 2004 versus 2003 costs.
3. Identified and contracted with a new firm for outsourced collection. This agency's collections (\$25,000) in the first quarter of 2003 is a considerable improvement over the \$5,000 collected in the past three years by the three prior collection agencies.
4. Added 1 municipality to the intergovernmental cooperative collection services program to bring the total intergovernmental users to 16.
5. Increased use of contract collection staff to permit internal staff to meet growing workload associated with increasing volume of accounts requiring litigation.

Collections

Program Description

The Collections program is responsible for administering, coordinating and directing efficient/cost effective collection of accounts referred to it for collection. This fund serves as a channel of accountability for countywide collection activity.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<i>As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent.</i>					
Ratio - All Collected Funds *	5.03	3.00	3.53	3.00	0.00
<i>Maintain a recovery % greater than collection agency industry average specific to governmental accounts:</i>					
Waukesha Cty. Recovery %	26.1%	25.0%	27.0%	28.0%	3.0%
Collection Agencies Rec. % **	11.27%	11.27%	11.27%	11.27%	0.00%

* Calculated as total dollars collected divided by expenditures; desired ratio greater than or equal to 2.5 to 1.

** Source: American Collectors' Association (Top Annual Collection Markets Survey).

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.21	4.99	4.99	6.53	1.54

Personnel Costs	\$265,065	\$323,869	\$322,243	\$409,486	\$85,617
Operating Expenses	\$77,730	\$124,926	\$116,439	\$94,246	(\$30,680)
Interdept. Charges	\$78,103	\$80,668	\$85,588	\$95,606	\$14,938
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875
Charges for Services	\$57,637	\$40,250	\$40,250	\$45,500	\$5,250
Interdepartmental	\$504,759	\$354,746	\$406,000	\$372,378	\$17,632
Other Revenue	\$194,671	\$134,467	\$159,733	\$181,460	\$46,993
Total Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875
Operating Inc./(Loss)	\$336,169	\$0	\$81,713	\$0	\$0
Tax Levy (a) (Memo)	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)

(a) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and noncharged indirect costs provided in prior years, which reduces the overall general County tax levy.

(b) Other revenue includes a fund balance appropriation of \$12,000 for the Universe system maintenance.



Program Highlights

Personnel costs increase due to the addition of 1.0 FTE Collections Specialist, cost to continue existing staff, additional administrative extra temporary help and increased health insurance costs. The new position will generate revenue greater than two and one half times it's additional expense. Operating expenses decrease mostly due to reduced collection assistance due to the new position by \$32,050, third party temporary help by \$6,000 and reduced credit-collection services by \$5,000, partially offset by maintenance of the Universe system of \$12,000 and increased tax intercept services by \$4,000. Interdepartmental charges increase due to increased variable telephone expense by \$4,700, postage by \$4,200, charges from End User Technology Fund by \$3,100 and county indirect overhead charges by \$2,100. Interdepartmental revenues increase due to additional collections by \$31,185, partially offset by a decrease in the rate charged by \$13,553. Other revenue increases mostly due to additional interest on judgments collected by \$36,100 and fund balance appropriation for the Universe system maintenance by \$12,000.

Collections

Administration

Program



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	1,196,810	1,015,517	1,100,000	1,111,010	95,493
\$ Coll. & Shared with State	761,935	460,000	600,000	555,000	95,000
\$ Coll. for Municipal Customers	158,513	115,000	150,000	130,000	15,000
Total \$ Collected	2,117,258	1,590,517	1,850,000	1,796,010	205,493
Total \$ Retained by County	1,644,247	1,177,267	1,350,000	1,299,260	121,993
Accts Referred to Collection Div.	7,607	5,000	5,500	5,500	500
\$ Referred to Collection Division *	4,294,976	3,500,000	3,000,000	3,000,000	(500,000)

* 78.51% of the 2002 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties we are attempting to collect from, and the State's ability to pay provision, recovery in these areas is anticipated at less than 15% of the amount referred.

Mission

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the Public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary

	2002 Actual (c)	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Expenditures	\$1,023,491	\$1,181,923	\$1,097,499	\$1,251,396	\$69,473	5.9%
Revenues	\$333,378	\$331,661	\$330,961	\$366,824	\$35,163	10.6%
Tax Levy (a)	\$690,113	\$850,262	\$766,538	\$884,572	\$34,310	4.0%
Child Support Fund						
Expenditures (d)	\$1,934,442	\$2,002,797	\$2,011,596	\$2,154,359	\$151,562	7.6%
Revenues (b)	\$1,898,003	\$1,904,230	\$1,918,214	\$2,021,307	\$117,077	6.1%
Tax Levy (a)	\$36,439	\$98,567	\$93,382	\$133,052	\$34,485	35.0%
Total All Funds						
Expenditures	\$2,957,933	\$3,184,720	\$3,109,095	\$3,405,755	\$221,035	6.9%
Revenues (b)	\$2,231,381	\$2,235,891	\$2,249,175	\$2,388,131	\$152,240	6.8%
Tax Levy (a)	\$726,552	\$948,829	\$859,920	\$1,017,624	\$68,795	7.3%

Position Summary (FTE)

Regular Positions	43.00	42.00	42.00	42.00	0.00
Extra Help	1.50	0.91	1.12	1.62	0.71
Overtime	0.59	0.48	0.28	0.51	0.03
Total	45.09	43.39	43.40	44.13	0.74

- (a) The 2002 Adopted tax levy for the General Fund was \$822,514 and for the Child Support Fund was \$36,439. Amounts shown for 2002 reflect actual expenditures less actual revenues.
- (b) Revenues include Child Support fund balance appropriations of \$68,379 in 2002, \$90,000 in 2003 and \$65,000 in 2004.
- (c) The 2002 actual for the Child Support Fund exceeded the 2002 Adopted Budget. Enrolled ordinance 156-101 increased expenditure and revenue appropriations by \$108,279 for the Percentage Expressed Order Conversion Project.
- (d) Division may propose a fund transfer of available expenditure authority from the General Fund to provide additional expenditure authority for increased expenses if necessary.

Fund Purpose

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$886,054	\$954,803	\$856,894	\$1,008,008	\$53,205	5.6%
Operating Expenses (b)	\$111,370	\$176,280	\$201,765	\$202,553	\$26,273	14.9%
Interdept. Charges	\$26,067	\$40,840	\$38,840	\$40,835	(\$5)	0.0%
Fixed Assets	\$0	\$10,000	\$0	\$0	(\$10,000)	-100.0%
Total Expenditures	\$1,023,491	\$1,181,923	\$1,097,499	\$1,251,396	\$69,473	5.9%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$461	\$1,000	\$300	\$1,000	\$0	0.0%
Interdepartmental	\$332,917	\$330,661	\$330,661	\$365,824	\$35,163	10.6%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$333,378	\$331,661	\$330,961	\$366,824	\$35,163	10.6%
Tax Levy (a)	\$690,113	\$850,262	\$766,538	\$884,572	\$34,310	4.0%
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.06	11.35	(0.05)	
Extra Help	0.66	0.62	0.79	0.62	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	12.06	12.02	11.85	11.97	(0.05)	

(a) The 2002 Adopted Budget tax levy for the General Fund was \$822,514. Amounts shown for 2002 reflect actual expenditures minus actual revenues.

(b) Department may request a fund transfer of available Personnel Costs into Operating Expenses for the use of contract services in 2003 in the absence of a staff person on military leave.

Departmental Objectives

1. To resolve litigation in an expeditious and cost-effective manner (On-going).
2. Continue to train county staff and officers in an effort to improve delivery of services to county citizens and to avoid litigation. (Ongoing)
3. Plan the development of the Corporation Counsel's portion of the Waukesha County web site on the Internet in order to increase the resources and general information available to the public. The site may contain links to other related external sites, such as legal authorities. (4th Qtr, 2003)
4. Explore alternatives to ease safety concerns in the jail due to overcrowding by state probation and parole holds. Corporation Counsel office will work with the Sheriff department and State to explore all remedies (including legal) to address safety concerns. Corporation Counsel will report to the Justice and Law Enforcement Committee on the progress during 2nd quarter 2004.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Finalized county code recodification / reorganization.

Administrative/Internal Services

Program Description

The Administrative/Internal Services program is responsible for representing the County in civil litigation prosecution and defense. This program is also responsible for coordinating and providing efficient administrative/clerical support. This program also issues opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials, and prepare and review contracts, ordinances and resolutions.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	2.55	2.55	2.48	2.50	(0.05)
Personnel Costs	\$237,127	\$251,876	\$241,054	\$259,721	\$7,845
Operating Expenses	\$12,180	\$12,841	\$11,849	\$11,682	(\$1,159)
Interdept. Charges	\$6,033	\$10,917	\$9,230	\$8,985	(\$1,932)
Fixed Assets	\$0	\$10,000	\$0	\$0	(\$10,000)
Total Expenditures	\$255,340	\$285,634	\$262,133	\$280,388	(\$5,246)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$461	\$1,000	\$300	\$1,000	\$0
Interdepartmental	\$11,041	\$8,961	\$8,961	\$11,424	\$2,463
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$11,502	\$9,961	\$9,261	\$12,424	\$2,463
Tax Levy	\$243,838	\$275,673	\$252,872	\$267,964	(\$7,709)



Program Highlights

The department is shifting 0.05FTE Principal Assistant Corporation Counsel at a cost of \$6,000 to the Child Support Division to more accurately reflect time spent. The net personnel costs increase due to cost to continue the remaining 2.50 FTE.

Operating expenses decrease due to reallocation between the programs to more accurately reflect actual expenditures. Interdepartmental expenses also decrease due to the net effect of increases in set expenditures, the reallocation between the programs of actual expenditures and the reduction of imaging charges of \$2,000.

Interdepartmental revenue reflects a charge to the Child Support Division for shared expenses, which is reviewed and recalculated annually.

The department budgeted \$10,000 as a one-time item in 2003 for the acquisition of software to enhance the routing of ordinances and resolutions. The software project will be on-hold as the technology review committee determined that this is a low priority / potentially high cost project at this time.



Activity

Total Number of Cases Filed	2001 Actual	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Bankruptcy Cases	258	320	250	390	350	100
Claims Received	64	49	75	44	60	(15)
Lawsuits Monitored	7	5	10	6	8	(2)
Contracts	226	278	300	360	360	60
Opinions Issued	933	868	1,100	1,000	1,000	(100)
Resolutions/Ordinances Reviewed	184	164	150	176	175	25

General Legal Services

Program Description

Through this program, the County represents the public in cases such as guardianships and protective placement proceedings, involuntary commitment proceedings, and juvenile court actions for child protection and adoptions.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	9.51	9.47	9.37	9.47	0.00
Personnel Costs	\$648,927	\$702,927	\$615,840	\$748,287	\$45,360
Operating Expenses	\$99,190	\$163,439	\$189,916	\$190,871	\$27,432
Interdept. Charges	\$20,034	\$29,923	\$29,610	\$31,850	\$1,927
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$768,151	\$896,289	\$835,366	\$971,008	\$74,719
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$321,876	\$321,700	\$321,700	\$354,400	\$32,700
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$321,876	\$321,700	\$321,700	\$354,400	\$32,700
Tax Levy	\$446,275	\$574,589	\$513,666	\$616,608	\$42,019



Program Highlights

Personnel Cost increase is based on a cost to continue 8.85FTE full-time staff and 0.62FTE extra help of \$38,400 and the promotions of two attorneys to senior attorneys at an additional cost of \$7,000.

Operating expenses for union contract arbitration costs and collective bargaining settlements continue at the 2003 level of \$98,700. The department also contracts for outside legal and paralegal service at a 2004 cost of \$25,000, a slight decrease from 2003. Per agreement with the county Health and Human Services (HHS) Division, based on an increase in funding available to HHS, contracted legal services expenses will increase \$26,000 to expedite child placement cases. Interdepartmental revenue increases by a corresponding \$26,000.

Interdepartmental charges include computer operation and replacement charges (total cost of ownership) of \$15,600, an increase of \$2,700 as the charges continue to be phased in to department's budgets.

Interdepartmental revenue increases by \$6,700 to account for the increasing charges and level of services that Corporation Counsel provides the Human Services Department separate from the child placement cases mentioned above.



Activity

Total Number of Cases Filed	2001 Actual	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,481	1,595	1,340	1,534	1,440	100
Guardianships & Protective Placements:						
- Adults	127	167	120	168	140	20
- Juveniles	24	33	30	28	30	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services	642	550	575	618	585	10
- Termination of Parental Rights	17	8	10	12	11	1